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TIME

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THE DIPLOMA THAT WORKS

Inside the six-year high school

By Rana Foroohar



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² Source: FMRCo; Haver Analytics, as of 12/31/2012.

³ FMRCo and FactSet.

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Students roam the halls on Dec. 17, 2013, at Sarah E. Goode STEM Academy, a six-year high school in Chicago. Photograph by Ryan Lowry for TIME

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Photograph by Grant Cornett for TIME

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Editor's Desk

Schools That Work



OUR CURIOUS CAPITALIST COLUMNIST
Rana Foroohar spends much of her time talking to CEOs and finance experts about the health of the U.S. and global economies. She has been struck by how often she hears the same concern: that at a time of stubbornly slow job growth, American schools are not producing the workforce that employers need, particularly for the solid middle-class jobs that are increasingly viewed as an endangered species.

As it happens, Rana has long been interested in schools that experiment with new methods and models. She first reported on a PTech school (Pathways in Technology Early College High School) in Crown Heights, Brooklyn, two years ago and has tracked reform efforts ever since. Last year she spent time in Chicago's Sarah E. Goode STEM Academy, which has partnered with IBM and other blue-chip firms to design a curriculum that so completely equips students with marketable skills that IBM guarantees them a job upon graduation. "I have never been happier as a reporter than during the time I've spent in these schools," she says. "Despite all the challenges these kids are facing, which range from no quiet place to study to volatile home lives to poverty to violence—one student at Sarah Goode was shot and killed by random gunfire in his neighborhood last year—they are just so upbeat and optimistic. It's infectious." Rashid Davis, principal of the PTech in Crown Heights, told Rana that he grew up as the child of divorced parents and moved between the poorest parts of the South as well as New York City during his youth. "Education saved my life," he said. That's what it's doing for a lot of the kids Rana met—and it may help save the U.S. economy in the process.

Nancy Gibbs, MANAGING EDITOR

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Please do not send attachments

Send a letter: **TIME Magazine Letters, Time & Life Building, New York, NY 10020.** Letters should include the writer's full name, address and home telephone and may be edited for purposes of clarity and space



BEHIND THE SCENES When TIME chief foreign affairs correspondent Michael Crowley, left, sat down with Mexican President Enrique Peña Nieto at Los Pinos, the President's official residence in Mexico City, it was close to 9 p.m. on Feb. 3, a national holiday celebrating the anniversary of the country's constitution. Still, the weary leader, whose looks have sparked media swooning, "was very warm, upbeat and happy to linger and chat about raising kids," says Crowley. "And his message about his country was similar: cheerful and optimistic."



NOW ON LIFE.COM Despite the current glut of information on Hollywood stars, it's rare to see portraits of couples that are truly intimate. In a new video featuring photos from 1963, we explore the magnetic bond between Steve McQueen and his wife of 16 years, actress Neile Adams. Check out the video, narrated by Adams herself, at life.com/mcqueen.

SETTING THE RECORD STRAIGHT

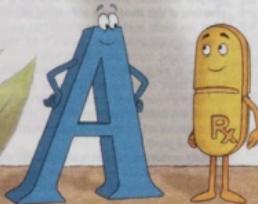
In "Quantum Leap" (Feb. 17), we incorrectly stated the location of a benchmarking test for one of D-Wave's quantum computers. It took place at the University of Southern California's Lockheed Martin Quantum Computation Center.

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"I'm glad I was honest with my doctor. Since adding ABILIFY®(aripiprazole) to my antidepressant, I feel better."



Adding ABILIFY may help with unresolved depressive symptoms as early as 1-2 weeks if you've been on an antidepressant for at least 6 weeks.*

ABILIFY is a prescription medicine used to treat depression in adults as an add-on treatment to an antidepressant when an antidepressant alone is not enough.

Important Safety Information

Elderly patients with dementia-related psychosis (e.g., an inability to perform daily activities due to increased memory loss) taking ABILIFY have an increased risk of death or stroke. ABILIFY is not approved for treating these patients.

Antidepressants can increase suicidal thoughts and behaviors in children, teens, and young adults. Serious mental illnesses are themselves associated with an increase in the risk of suicide. When taking ABILIFY, call your doctor right away if you have new or worsening depression symptoms, unusual changes in behavior, or thoughts of suicide. Patients and their caregivers should be especially observant within the first few months of treatment or after a change in dose. Approved only for adults 18 and over with depression.

• Call your doctor if you develop very high fever, rigid muscles, shaking, confusion, sweating, or increased heart rate and blood pressure, as these may be signs of a rare but potentially fatal condition called neuroleptic malignant syndrome (NMS).

• If you have diabetes or have risk factors or symptoms of diabetes, your blood sugar should be monitored. High blood sugar has been reported with ABILIFY and medicines like it. In some cases, extreme high blood sugar can lead to coma or death.

*Based on 6-week clinical studies comparing ABILIFY + antidepressant versus antidepressant alone.

• If you develop uncontrollable facial or body movements, call your doctor, as these may be signs of tardive dyskinesia (TD). TD may become permanent and the risk of TD may increase with the length of treatment and the overall dose. While TD can develop after taking the medicine at low doses for short periods, this is much less common. There is no known treatment for TD, but it may go away partially or completely if the medicine is stopped.

• Other risks may include lightheadedness upon standing, decreases in white blood cells (which can be serious), seizures, trouble swallowing, or impairment in judgment or motor skills. Until you know how ABILIFY affects you, you should not drive or operate machinery.

The common side effects in adults in clinical trials (>10%) include nausea, vomiting, constipation, headache, dizziness, an inner sense of restlessness or need to move (akathisia), anxiety, and insomnia. Tell your doctor about all the medicines you're taking, since there are some risks for drug interactions. You should avoid alcohol while taking ABILIFY.

You are encouraged to report negative side effects of prescription drugs to the FDA. Visit www.fda.gov/medwatch or call 1-800-FDA-1088.

Please read the additional Important Information about ABILIFY on the adjacent page.

Ask your doctor about the option of adding ABILIFY.



Learn about a FREE trial offer at ABILIFYfreeOffer.com or 1-800-393-5553

Bristol-Myers Squibb Company

PATIENT ASSISTANCE FOUNDATION

This non-profit organization provides assistance to qualifying patients with financial hardship who generally have no prescription insurance. Contact 1-800-736-0003 or visit www.bmspaf.org for more information.

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May 2013

IMPORTANT INFORMATION ABOUT ABILIFY (aripiprazole)

ABILIFY® (o BIL i fi) Rx ONLY (aripiprazole)

This summary of the Medication Guide contains risk and safety information for patients about ABILIFY. This summary does not include all information about ABILIFY and is not meant to take the place of discussions with your healthcare professional about your treatment. Please read this important information carefully before you start taking ABILIFY and discuss any questions about ABILIFY with your healthcare professional.

What is the most important information I should know about ABILIFY?

Serious side effects may happen when you take ABILIFY, including:

Increased risk of death in elderly patients with dementia-related psychosis:

Medicines like ABILIFY can raise the risk of death in elderly people who have lost touch with reality (psychosis) due to confusion and memory loss (dementia). ABILIFY is not approved for the treatment of patients with dementia-related psychosis.

Risk of suicidal thoughts or actions: Antidepressant medicines, depression and other serious mental illnesses, and suicidal thoughts or actions:

Antidepressant medicines may increase suicidal thoughts or actions in some children, teenagers, and young adults within the first few months of treatment. Depression and other serious mental illnesses are the most important cause of suicidal thoughts and actions. Some people may have a particularly high risk of having suicidal thoughts or actions including people who have (or have a family history of) bipolar illness (also called manic-depressive illness) or suicidal thoughts or actions.

How can I watch for and try to prevent suicidal thoughts and actions in myself or a family member?

• Pay close attention to any changes, especially sudden changes, in mood, behaviors, thoughts, or feelings. This is very important when an antidepressant medicine is started or when the dose is changed.

• Call the healthcare provider right away to report new or sudden changes in mood, behavior, thoughts, or feelings.

• Keep all follow-up visits with the healthcare provider as scheduled. Call the healthcare provider before visits as needed, especially if you have concerns about symptoms.

Call a healthcare provider right away if you or your family member has any of the following symptoms, especially if they are new, worse, or worry you:

• thoughts about suicide or dying, attempts to commit suicide, new or worse depression, new or worse anxiety, feeling very agitated or restless, panic attacks, trouble sleeping (insomnia), new or worse irritability, acting aggressive, being angry, or violent, acting on dangerous impulses, an extreme increase in activity and acting out (mania), other unusual changes in behavior or mood.

What else do I need to know about antidepressant medicines?

• Never stop an antidepressant medicine without first talking to a healthcare provider. Stopping an antidepressant medicine suddenly can cause other symptoms.

• Antidepressants are medicines used to treat depression and other illnesses. It is important to discuss all the risks of treating depression and also the risks of not treating it. Patients and their families or other caregivers should discuss all treatment choices with the healthcare provider, not just the use of antidepressants.

• Antidepressant medicines have other side effects. Talk to the healthcare provider about the side effects of the medicine prescribed for you or your family member.

• Antidepressant medicines can interact with other medicines. Know all of the medicines that you or your family member takes. Keep a list of all medicines to show the healthcare provider. Do not start new medicines without first checking with your healthcare provider.

• Not all antidepressant medicines prescribed for children are FDA approved for use in children. Talk to your child's healthcare provider for more information.

What is ABILIFY (aripiprazole)?

ABILIFY is a prescription medicine used to treat:

• major depressive disorder in adults, as an add-on treatment to an antidepressant medicine when you do not get better with an antidepressant alone.

The symptoms of major depressive disorder (MDD) include feeling of sadness and emptiness, loss of interest in activities that you once enjoyed and loss of energy, problems focusing and making decisions, feeling of worthlessness or guilt, changes in sleep or eating patterns, and thoughts of death or suicide.

What should I tell my healthcare provider before taking ABILIFY?

Before taking ABILIFY, tell your healthcare provider if you have or had:

- diabetes or high blood sugar in you or your family; your healthcare provider should check your blood sugar before you start ABILIFY and also during therapy.
- seizures (convulsions).
- low or high blood pressure.
- heart problems or stroke.
- pregnancy or plans to become pregnant.
- breast-feeding or plans to breast-feed. ABILIFY can pass into your breast milk and may harm your baby. Talk to your healthcare provider about the best way to feed your baby if you receive ABILIFY.
- low white blood cell count.
- phenylethynolamine. ABILIFY DISCMELT Orally Disintegrating Tablets contain phenylethynolamine.
- any other medical conditions.

Tell your healthcare provider about all the medicines that you take or recently have taken, including prescription medicines, non-prescription medicines, herbal supplements, and vitamins.

ABILIFY and other medicines may affect each other causing possible serious side effects. ABILIFY may affect the way other medicines work, and other medicines may affect how ABILIFY works.

Your healthcare provider can tell you if it is safe to take ABILIFY with your other medicines. Do not start or stop any medicines while taking ABILIFY without talking to your healthcare provider first. Know the medicines you take. Keep a list of your medicines to show your healthcare provider and pharmacist when you get a new medicine.

How should I take ABILIFY?

• Take ABILIFY exactly as your healthcare provider tells you to take it. Do not change the dose or stop taking ABILIFY yourself.

• ABILIFY can be taken with or without food.

• ABILIFY tablets should be swallowed whole.

• If you miss a dose of ABILIFY, take the missed dose as soon as you remember. If it is almost time for the next dose, skip the missed dose and take your next dose at the regular time. Do not take two doses of ABILIFY at the same time.

• If you take too much ABILIFY, call your healthcare provider or poison control center at 1-800-222-1222 right away, or go to the nearest hospital emergency room.

What should I avoid while taking ABILIFY?

• Do not drive, operate heavy machinery, or do other dangerous activities until you know how ABILIFY affects you. ABILIFY may make you drowsy.

• Do not drink alcohol while taking ABILIFY.

• Avoid getting over-heated or dehydrated.

• Do not over-exercise.

• In hot weather, stay inside in a cool place if possible.

• Stay out of the sun. Do not wear too much or heavy clothing.

• Drink plenty of water.

What are the possible side effects of ABILIFY?

Serious side effects have been reported with ABILIFY including:

• **Neuroleptic malignant syndrome (NMS):** Tell your healthcare provider right away if you have some or all of the following symptoms: high fever, stiff muscles, confusion, sweating, changes in pulse, heart rate, and blood pressure.

These may be symptoms of a rare and serious condition that can lead to death. Call your healthcare provider right away if you have any of these symptoms.

• **High blood sugar (hyperglycemia):** Increases in blood sugar can happen in some people who take ABILIFY (aripiprazole). Extremely high blood sugar can lead to coma or death. If you have diabetes or risk factors for diabetes (such as being overweight or a family history of diabetes), your healthcare provider should check your blood sugar before you start ABILIFY and during therapy. Call your healthcare provider if you have any of these symptoms of high blood sugar while taking ABILIFY:

• feel very thirsty, need to urinate more than usual, feel very hungry, feel weak or tired, feel sick to your stomach, feel confused, or your breath smells fruity.

• **Increase in weight:** Weight gain has been reported in patients taking medicines like ABILIFY, so you and your healthcare provider should check your weight regularly. For children and adolescent patients (6 to 17 years of age) weight gain should be compared against that expected with normal growth.

• **Difficulty swallowing:** may lead to aspiration and choking.

• **Tardive dyskinesia:** Call your healthcare provider about any movements you cannot control in your face, tongue, or other body parts. These may be signs of a serious condition. Tardive dyskinesia may not go away, even if you stop taking ABILIFY. Tardive dyskinesia may also start after you stop taking ABILIFY.

• **Orthostatic hypotension (decreased blood pressure):** lightheadedness or fainting when rising too quickly from a sitting or lying position.

• **Low white blood cell count**

• **Seizures (convulsions)**

Common side effects with ABILIFY in adults include nausea, inner sense of restlessness/need to move (akathisia), vomiting, anxiety, constipation, insomnia, headache, restlessness, dizziness. These are not all the possible side effects of ABILIFY. For more information, ask your healthcare provider or pharmacist.

Call your doctor for medical advice about side effects. You may report side effects to FDA at 1-800-FDA-1088.

General information about ABILIFY

• Store ABILIFY at room temperature, between 59°F to 86°F. Opened bottles of ABILIFY Oral Solution can be used for up to 6 months after opening, but not beyond the expiration date on the bottle. Keep ABILIFY and all medicines out of the reach of children.

• Medicines are sometimes prescribed for purposes other than those listed in a Medication Guide. Do not use ABILIFY for a condition for which it was not prescribed. Do not give ABILIFY to other people, even if they have the same condition. It may harm them.

• This summary contains the most important information about ABILIFY. If you would like more information, talk with your healthcare provider. For more information about ABILIFY visit www.abilify.com.

Tablets manufactured by Otsuka Pharmaceutical Co, Ltd, Tokyo, 101-8535 Japan or Bristol-Myers Squibb Company, Princeton, NJ 08543 USA

Orally Disintegrating Tablets, Oral Solution, and Injection manufactured by Bristol-Myers Squibb Company, Princeton, NJ, Rockville, MD 20850 USA

Distributed and marketed by Otsuka America Pharmaceutical, Inc., Rockville, MD 20850 USA

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Briefing

Kraft

Praised after
announcing it will
remove artificial
preservatives from
some cheeses



McDonald's

Criticized after
announcing that
sales fell 3.3% in
January

'There's
no obvious
reason ...
why I think
I should
not run.'

JOE BIDEN, U.S. Vice
President, after being
asked about his
presidential prospects
in 2016



\$5

New cost of a box of Thin Mint
Girl Scout cookies in San
Francisco, a 25% higher price
than in the rest of the
continental U.S.; the increase
is due to the high cost of living



\$8.45
million

Asking price for a mansion in
Florida that once belonged to
Al Capone; it's rumored to be
where he planned the 1929
Valentine's Day massacre

'I am an
openly, proud gay
man.'



MICHAEL SAM, All-American
defensive lineman at the
University of Missouri; if drafted,
he would be the first openly gay
player in the NFL

'Iran's children successfully
test-fired a new generation of missiles.'

HASSAN ROUHANI, Iranian President, in a statement after Iran succeeded
in launching two new domestically made missiles

JOE BIDEN, U.S. Vice
President, after being
asked about his
presidential prospects
in 2016

SAMUEL L. JACKSON,
actor, correcting a KTLA
news anchor who
misidentified him during
an interview

5



Size, in feet (1.5 m),
of a jellyfish that
washed ashore in
Tasmania, one
of the biggest ever
to get beached

'It's just the
Olympics.
Don't sweat it.'



JAMIE
ANDERSON,
American
snowboarder,
explaining how
she prepared
for her gold medal-
winning run
in Sochi



LightBox

No Room to Spare

German skater Maylin Wende skirts the ice and her husband Daniel Wende's blade during the team pairs short program skating competition at the Winter Olympics in Sochi, Russia, on Feb. 6.

Photograph by Ivan Sekretarev—AP

FOR PICTURES OF THE WEEK,
GO TO lightbox.time.com

World

Rouhani's Battle With Iran's Hard-Liners

As Iran prepared for the latest round of talks with world powers over the country's nuclear program on Feb. 18, hard-liners in the country struck a posture at odds with the more open tone that has been adopted by the government of President Hassan Rouhani. On Feb. 12, the day after the country marked the 35th anniversary of the 1979 Islamic revolution, Iranian media quoted the head of the country's armed forces as saying that, if attacked, Iran was "ready for the decisive battle" against the U.S.

The remarks underscored the challenge that Rouhani faces as he tries to strike a balance between negotiating with the West—following an interim pact over the country's nuclear program in

November—and managing the pressure from hard-liners at home.

In an illustration of the forces at work inside Iran, viewers tuning in to state television for a live interview with Rouhani on Feb. 5 were instead shown a soap opera. The problem, it emerged, was that Rouhani expected to face a reporter sympathetic to his call for moderating Iran's image, while the head of state TV wanted one aligned with those more comfortable with international isolation. In the end, 90 minutes late, Rouhani compromised, taking questions from both.

The big question is what Iran's Supreme Leader thinks. Ayatullah Ali Khamenei never weighed in on the nuclear freeze agreed upon with European powers in 2003 but later interceded to end the deal. Rouhani may be hoping for a different outcome in 2014.



Rouhani speaks at a rally marking the anniversary of the 1979 Islamic revolution in Tehran on Feb. 11

U.K.

'We can only pray to God that their hunting guns backfire in their faces.'

MORRISSEY, the British singer, in a blog post accusing Prince William of hypocrisy for reportedly embarking on a hunting trip in Spain the day before issuing an appeal to save endangered animals. Morrissey said William is "too thickwitted" to realize the damage done by hunting for sport.

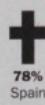


SHOULD WOMEN BECOME PRIESTS?

Univision asked 12,038 Catholics in 12 countries if women should be allowed to join the priesthood. Here, a sample of how many responded positively:



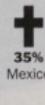
83%
France



78%
Spain



59%
U.S.



35%
Mexico



21%
Philippines



The Explainer

The Implications of Switzerland's Closing Its Borders

On Feb. 9, Swiss voters narrowly approved a referendum calling for quotas on immigrants from the European Union. Speaking to RTL radio after the result, the French Foreign Minister, Laurent Fabius, said the vote was "worrying because it means Switzerland wants to withdraw into itself." The country is not a member of the E.U., but the vote—the government has three years to write it into law—puts a question mark over its trade and labor deals with the bloc, its biggest trading partner.

WORKER CAP

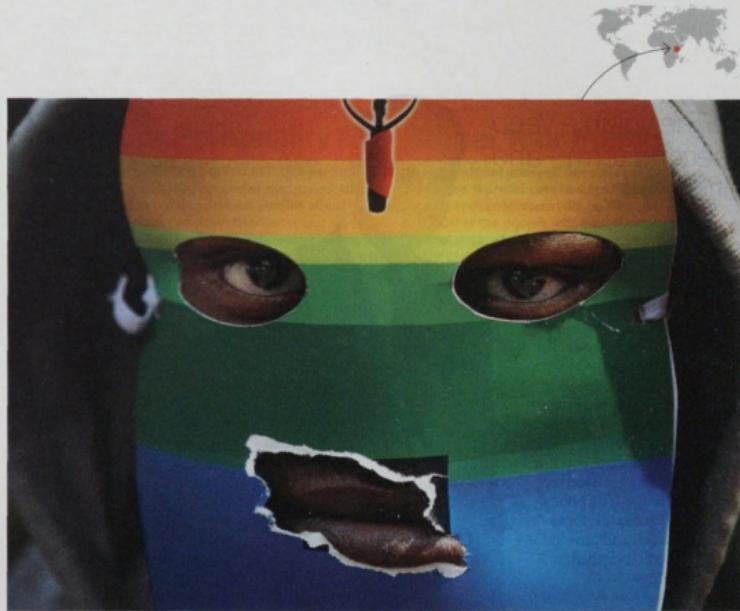
Skilled workers from neighbors like France, Italy and Germany—thousands of whom commute daily to Switzerland, thanks to a treaty between the Alpine nation and the E.U.—could be driven elsewhere. Retaliatory moves by other countries could hit Swiss workers.

TRADE WAR

Switzerland is home to many large companies that benefit from a free-trade deal with the E.U. The bloc could respond by introducing tariffs on Swiss goods, potentially hitting the price of everything from chocolates to pharmaceuticals.

RIGHT-WING BOOST

The anti-immigrant Swiss People's Party led the charge in favor of the referendum. Its success could embolden other right-wing movements, such as Britain's U.K. Independence Party and France's National Front.



Pride and Prejudice

KENYA A masked supporter of the LGBT community joins others in front of the Uganda High Commission in Nairobi on Feb. 10 during a protest against an anti-gay measure passed by the Ugandan parliament. Lawmakers approved the bill in December, threatening gay people in Uganda with legal persecution, but it hasn't yet been signed by the country's President Yoweri Museveni. *Photograph by Dai Kurokawa—EPA*

Roundup

The National Name Game

President Nursultan Nazarbayev of Kazakhstan has suggested dropping -stan from his oil-rich country's name to distance it from smaller neighbors such as Uzbekistan and Kyrgyzstan. Instead, he proposed the name Kazakh Eli ("The Land of the Kazakhs") to attract foreigners. Here are some examples of other exercises in national rebranding:

Myanmar

A year after sup-
pressing a popular
uprising, the ruling
junta changed the
country's name from
Burma in 1989,
representing a break
from its colonial
past.

Sri Lanka

The island was
dubbed Ceylon by
imperial parent
Britain but dropped
the name when it
became an
independent
republic in 1972.

Thailand

Meaning "Land of
the Free," Thailand
officially changed
its name from **Siam**
in 1939 on the
grounds that the
people were "of the
Thai race."

Democratic Republic of Congo

The name was
changed from **Zaire**
in 1997 after a
mutiny ended the
more than 30 year
rule of ex-army chief
Mobutu Sese Seko.



Trending In



LAW

The International Criminal Court in the Hague held a hearing about alleged war crimes committed by ex-Congolese militia leader Bosco Ntaganda



TECHNOLOGY

The United Arab Emirates announced plans to use aerial *drones* to deliver official papers and small packages to citizens



DIPLOMACY

North Korea pulled an invitation for a U.S. diplomat to visit and seek the release of Korean American detainee Kenneth Bae



ANIMALS

A Copenhagen zoo killed a young giraffe named Marius to avoid inbreeding, despite protests to save him



U.S.
\$992 MILLION

Donation to a Silicon Valley charity by Facebook's Mark Zuckerberg and his wife Priscilla Chan, making them America's top philanthropists of 2013



Nation

Biden Unplugged The voluble Veep talks up Obama's second term—and his own political future

BY ZEKE MILLER

VICE PRESIDENT JOE BIDEN IS in the middle of a swing that looks a lot like a prelude to a White House run. His January schedule included a red-meat talk to a union crowd and a TV interview about the wisdom of a 2016 campaign. And then there's the fact that "Amtrak Joe" is back on the train again. Sharply dressed in a navy suit with a pocket square, Biden spoke to TIME on Feb. 6, in a first-class Amtrak car from Washington to Philadelphia, about what lies ahead for President Obama and himself.

What's your goal now for the second term?

I have a convening power, and the good news about it [is] when the President gives me an authority ... he never second-guesses—he just says do it. And I do it. The second term is going to be more of the same. I'm sure I'm going to continue to be doing a lot of foreign travel ... [The President's] got a full plate. What are those things that demand his attention that he doesn't have time to do full time that he slides them over onto my plate. They are the kinds of things I expect the next three years will be about.

You invented the position of drug czar. Is the legalization of marijuana something you've come around on?

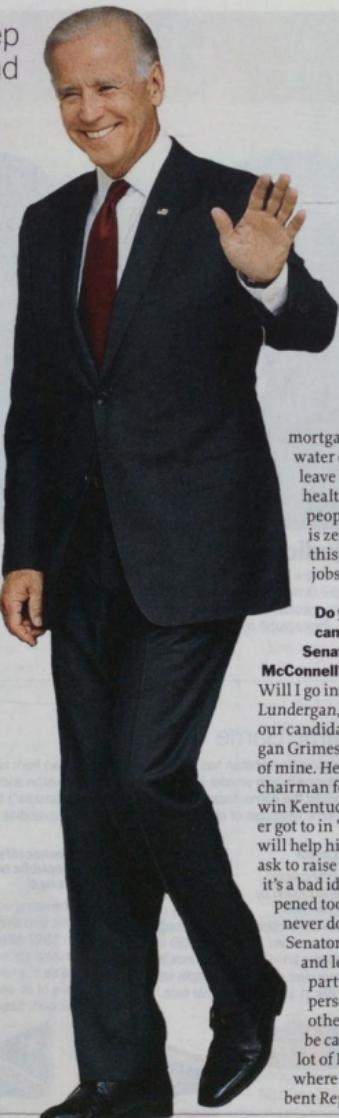
No. Look, I support the President's policy. I think the idea of focusing significant

resources on interdicting or convicting people for smoking marijuana is a waste of our resources. Our policy for our Administration is still not legalization, and that is and continues to be our policy ... I spent years when I was chairman of the Judiciary Committee and chairman of [the Senate Foreign Relations Committee] trying to change drug policy relative to cocaine, for example, crack and powder ... And I'm still engaged in those things.

The Congressional Budget Office report that said Obamacare would reduce job growth gave Republicans a lot of fodder.

If you look at [CBO director Douglas] Elmendorf's testimony, he said, No, it doesn't cost any jobs ... You've got a whole baby-boomer generation that were hanging on to jobs, not moving, because either they were tied down because their

'WHEN THE PRESIDENT GIVES ME AN AUTHORITY ... HE NEVER SECOND-GUESSES—HE JUST SAYS DO IT.'



Biden says he opposes the federal legalization of marijuana

mortgage was underwater or they couldn't leave because they had health care. This frees people up. And there is zero evidence that this is costing people jobs now.

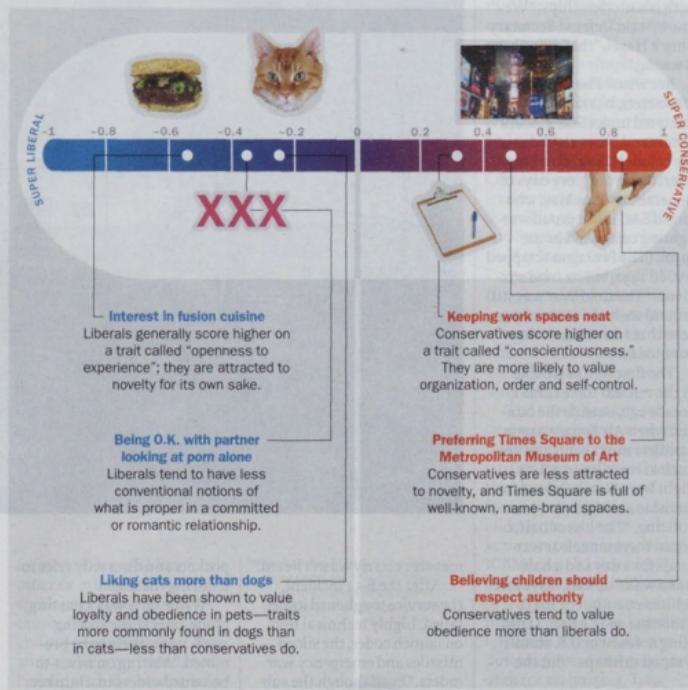
Do you intend to campaign against Senator Mitch McConnell?

Will I go into Kentucky? Jerry Lundberg, who is the dad of our candidate [Alison Lundergan Grimes], is a close friend of mine. He was the Biden chairman for my effort to win Kentucky, which we never got to in '08, so I'm sure I will help his daughter if they ask to raise money. I think it's a bad idea, and it's happened too much, but I've never done it, for sitting Senators of either party and leaders of either party to campaign personally against the other leader. But I will be campaigning for a lot of Democratic races where there is an incumbent Republican.

DATA

How Your Personality May Reveal Your Politics

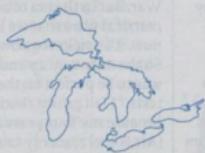
In January, we published a quiz on TIME.com (time.com/mypolitics) that guessed people's politics by asking how much they agreed or disagreed with statements like "I prefer cats to dogs." Our initial prediction was based on previous studies about how personality traits correlate with politics. Now we've shown it works on a much larger scale: more than 220,000 of the people who took the quiz volunteered their *real political preferences*. Here, based on that data, a look at how strongly certain attitudes can indicate how you'll vote. —JONATHAN HAIDT AND CHRIS WILSON



WINTER WEATHER

78.7%

Percentage of the Great Lakes covered in ice—the largest portion since 1996, according to the National Oceanic and Atmospheric Administration. For the past 40 years, the world's biggest group of freshwater lakes has averaged just over 51% ice cover in winter.



SAME-SEX MARRIAGE

Let Them Not Eat Cake

Must a bakery sell a cake for a same-sex wedding ceremony? Must a rental-car company lend the couple a car for their honeymoon? Should a clerk have to sign a marriage license she morally opposes? On Feb. 12, the Kansas house voted 72-49 to pass a bill protecting private-sector and government employees from lawsuits if they refuse service to same-sex couples for religious reasons. The measure now goes to the state's GOP-controlled senate.

At least seven similar proposals are being considered in six other states. They follow the high-profile case of Jack Phillips, a Colorado bakery owner who is appealing a discrimination ruling by an administrative law judge after refusing to provide a wedding cake for a same-sex couple. "Everybody knows that the First Amendment protects you from having to violate your conscience," says his lawyer Nicolle Miller.

The Kansas bill's backer, state representative Charles Macheers, argued that "unpopular" beliefs deserve protection "even as society changes." Opponents suggested the measure is itself immoral. "What religion," Republican state representative Barbara Bollier asked, "advocates to not serve others?" —KATY STEINMETZ

Nation

High Plains Grifters

Plagued by scandal, the U.S. ICBM force needs an overhaul

BY MARK THOMPSON

FOR MORE THAN 50 YEARS, Americans have relied on the nuclear triad to guarantee their strategic safety. Fourteen Ohio-class submarines carry dozens of missiles on untraceable deterrent patrols in the world's oceans. Sixty B-2 and B-52 bombers are on alert for missions around the globe. But it turns out that the third leg of the triad—the weapons we put atop missiles and then hide in the ground in the U.S.—may be the most unreliable of all the doomsday devices.

Unreliable, that is, if you measure by the personnel who man the missiles. On Jan. 30, the Air Force said 92 of the nearly 200 airmen operating intercontinental ballistic missiles (ICBMs) at Montana's Malmstrom Air Force Base are believed to have cheated or tolerated cheating on monthly proficiency tests by using cell phones to share answers. Former missileers, as they are called, say such cheating is widespread and has gone on for years.

The cheating scandal is only the latest evidence of trouble at the heart of the U.S. ICBM force. The Air Force is investigating three Minuteman airmen, two of whom also are suspected of cheating, for suspected drug use. Missileers have repeatedly left their capsules' multiton blast doors open, violating regulations designed to prevent unauthorized entry. The Pentagon sacked two top nuclear officers last year for public

drunkenness and gambling with counterfeit chips. "We know," said Defense Secretary Chuck Hagel, "that something is wrong."

But what? The mission, for starters, has faded. "We mattered under Strategic Air Command," says retired missile colonel Dana Struckman, referring to the glory days of General Curtis LeMay, who forged SAC into a proud warfighting command in the 1950s. (The Pentagon scrapped SAC in 1992, but its triad survives.) "The Cold War was still on, and we had a sense of purpose that I don't think they have today."

The first sign of trouble in the nuclear force came a decade ago, outside the bunker, when Air Force weapon handlers mistakenly put six nuclear missiles on a B-52 flight from North Dakota to Louisiana without anyone noticing. "The loss of half a dozen thermonuclear warheads for a day and a half was a wake-up call," says Eric Schlosser, author of 2013's *Command and Control*, a troubling account of U.S. atomic-weapon mishaps. "But the



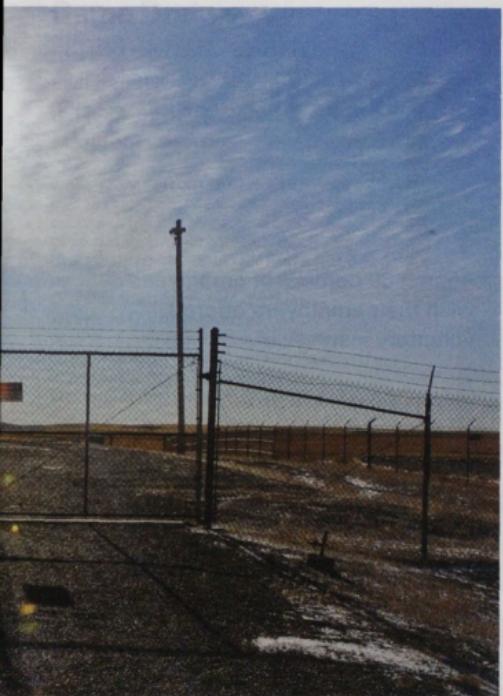
message clearly wasn't heard."

After the B-52 incident, the service toughened its detailed, highly technical tests on launch codes, the siloed missiles and emergency war orders. "Even though the subject matter hadn't changed in 50 years," says an Air Force officer who left in 2011, "they kept on cranking up the difficulty of the tests to prove they were making the force better." As difficulty rose, so did cheating. Early test takers would share a list of answers with later ones, some of whom would tuck it into flight-suit

pockets and discreetly refer to it during the test.

While 90% was a passing grade, only those scoring 100% were likely to be promoted. Waiting on never-to-be-issued orders in a bunker up to 10 stories underground wasn't bad duty in the Cold War. But in the era of asymmetrical wars that we live in now, it's a ticket to nowhere. So the only way up and out was to be perfect on the tests. "I felt guilty about it, because my four years at the [Air Force] academy taught me that was wrong," says the

ONE PROBLEM:
MOST OF THOSE
WORKING
UNDERGROUND
DID NOT
VOLUNTEER FOR
MISSILE DUTY



All quiet With the Cold War over, missile sites like this one near Montana's Malmstrom Air Force Base are shutting down

served on an MX Peacekeeper crew in 1997-99 and says he remains friends with current missileers. "The cheating goes on everywhere—they just got caught."

The logic is simple: airmen who fail can't man the missiles. When that happens, others have to work overtime. "If you get decertified, everyone else is pulling more alerts," Cerniglia says. "You do what it takes to make sure that doesn't happen." Lieut. General Stephen Wilson, chief of the Air Force's Global Strike Command, confirmed that on Jan. 30, saying the noncheating airmen at Malmstrom are now pulling 10 24-hour alerts a month, a 25% increase, since their cheating colleagues were caught.

The nearly 600 airmen (and women) overseeing the missiles tend to be young lieutenants and captains. Once the blast doors close, uniforms are swapped for sweats and pajamas. (DEATH WEARS BUNNY SLIPPERS is a popular ICBMer patch.) One crew member at a time is allowed to sleep. The other can amuse himself with a 15-in. satellite television screen and a computer keyboard and monitor, or snack on burgers, Tater Tots and other comfort foods from their topside kitchen. Study and movies help the hours pass between drills, when airmen are strapped into their seats to help them ride out nearby nuclear blasts. Sewage backups—as unpleasant as they sound—have been a recurring problem.

It isn't easy to find people

who want to spend their days in a hole in the ground, particularly when it means moving to remote bases in the northern Great Plains. "Given the day-to-day requirements of executing the missions in Iraq and Afghanistan, many interviewees told us that the nuclear mission was placed on autopilot by the Air Force," a 2012 Air Force report found. Commanders routinely told nuclear airmen that they were in a "sunset business" and "were not contributing to the fight that mattered." A second Pentagon study noted that most airmen manning ICBMs "were not volunteers for missile duty."

Today's arsenal is far smaller than 1990's peak of 2,440 warheads on 1,000 rockets. Some even say the ICBMs are an unnecessary relic of the Cold War. "The mission is obsolete," says Bruce Blair, a missileer 40 years ago who now works for nuclear disarmament at Princeton University. Sending young officers underground, he says, doesn't make sense when there's no enemy to threaten with their nuclear weapons. "No amount of skull cracking is going to brainwash the crews to think and act otherwise," he adds.

Hagel has tapped two retired senior officers to study what one ICBM commander calls the "rot" inside the force and propose ways to remedy the problems. The Air Force fears losing its ICBMs, but Congress is unlikely to take them away, even as the Obama Administration weighs additional cuts in the nation's ICBM force to comply with a 2011 arms-control pact with Russia. Whether by neglect or agreement, the once sturdy triad is starting to look lopsided.

New Air Force Secretary Deborah Lee James says the scandals haven't hurt the "safety, reliability and effectiveness" of the nuclear force



former officer, who like most other ex-missileers would speak only anonymously because of their current jobs, in and out of government. "But after a while, my friends and I joined with the herd in helping each other out."

The service says it doesn't know yet if cheating has taken place at its two other bases in Wyoming and North Dakota. But former launch-control officers say the practice is rampant. "Everything that's been happening up at Malmstrom is completely unsurprising to me," says Tim Cerniglia, who

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Business

Game Drain

Nintendo's refusal to put Mario on your iPhone is hurting

BY VICTOR LUCKERSON

WHEN *FLAPPY BIRD*, A MOBILE GAME made by amateur designer Dong Nguyen, became an Internet sensation recently, you could almost hear Nintendo executives groan. First there was the rumor that the Vietnamese programmer had taken the game down under pressure from the 125-year-old Japanese gaming firm over possible copyright infringement. (Nintendo told *TIME* that was not the case.) Then there was the fact that, seemingly overnight and despite being free, *Flappy Bird* was reportedly generating \$50,000 a day in ad revenue. Worse, the entire episode was a stark reminder of how much gaming has changed in the few years since Nintendo dominated with its best-selling Wii.

Now Nintendo, which created characters such as Mario, Pokémon and Zelda, must learn from the *Flappy Birds* and *Candy Crush Sagas* of the world if it is to survive, analysts say. The company's Wii follow-up, the Wii U, has been a dud, revenue is down, and even its 3DS handheld isn't selling as well as hoped. Trouble is, smartphone games are hooking millions of players who no longer feel the need to tote around a dedicated gaming device. "It's very hard to compete for the casual customer when they have an alternative platform they already own," explains Morningstar analyst Liang Feng.

Solutions will be tough to come by. Nintendo president Satoru Iwata said he will halve his salary, and the company will develop new products aimed at promoting healthy lifestyles. But Iwata said the firm has no plans to release full games for mobile devices, Sony's Playstation 4 or Microsoft's Xbox One, which many analysts see as the quickest path to profit. Iwata says the company does best when it marries original games with hardware it makes itself. "They think that their hardware is as compelling as Apple hardware," says Michael Pachter, an analyst at Wedbush Securities. "But they're not Apple."

NEXT LEVEL

Here's what analysts think Nintendo should do to solve its problems



WII U SALES HAVE TANKED

SOLUTION What the \$299 system needs more than a price cut is strong software. Morningstar's Feng says, *Mario Kart*, which sold more than 35 million copies on the Wii, could give the Wii U a pulse when it launches in May.



SMARTPHONES HAVE STOLEN NINTENDO'S CASUAL AUDIENCE

SOLUTION Nintendo fears that putting Mario on smartphones would undermine its 3DS, but the company may be able to have it both ways. Pachter suggests that Nintendo release some of its vast back catalog of games on iOS and Android to introduce its characters to a new audience.



THE COST OF MAKING A NEW GAME IS OUT OF CONTROL

SOLUTION Nintendo says it struggled with the technological leap from the Wii to the Wii U. In the future, it can lower costs by using the same development tools for handheld and console games.



THREE YEARS OF OPERATING LOSSES

SOLUTION Nintendo could more aggressively license its iconic characters through merchandise, television shows and movies, as Pixar and Lego have. A Nintendo World theme park isn't out of the question.



KIDS PREFER TABLETS

SOLUTION The Wii U uses a tablet—but only as a controller. Nintendo could create its own stand-alone device based on the technology for the touchscreen generation.

Olympics

Empty Slopes

Slow start for Putin's powder dreams

BY SIMON SHUSTER/SOCHI

THE FIRST SUNDAY AFTER the Winter Olympics began should have been the busiest day of the year for Russia's new Mountain Carousel ski resort. Its slopes were the only ones near Sochi open to the public that day. Its runs were groomed, and the weather was perfect. But the crowds never came.

"I don't know what went wrong," says Vladimir Drevyatnikov, a skiing instructor at the resort who was looking around for students at the top of the mountain. "This was supposed to be our big debut."

That, at least, was President Vladimir Putin's plan. In 2010 he came up with a bold vision for the restive mountain range now hosting the Olympics. The North Caucasus, a strip of highlands on Russia's southern edge, is home to an active network of Islamist insurgents and terrorist cells that often strike as far afield as Moscow. For decades, no amount of military force has been able to fully subdue these rebels. So Putin proposed a new approach—turn the region



Olympic bust Crowds are sparse at Russia's new mountain resorts

into a giant ski resort.

"We're talking about a living, absolutely real business idea," Putin said in July 2010. The new "mountain tourism cluster," as he called it, would create 160,000 jobs, breaking the cycle of poverty that has pulled local men into Islamic extremism for years. Russia poured billions of dollars into a new state corporation whose mission is to make sure the resorts do not become white elephants after the Olympics leave town.

Easier said than done. On the first Olympic Sunday at Mountain Carousel, one of three resorts meant to outlive

the Sochi Games, the rental office and the slopes were almost deserted and the handful of foreigners skiing the runs were there on Olympic business. When the Games are over, "they won't come," says Gilles Meynard, whose firm charters airplanes for French travelers. "Why would they come from Europe when they have the Alps next door for less money?"

As Putin is learning, building grand resorts is not enough. The Olympics have focused international attention on Russia. Getting the world to visit its slopes is a more slippery matter.

American Sage Kotsenburg won gold in the new slopestyle snowboard event



Extreme Medal Makeover

Not that long ago, the U.S. stank at the Winter Olympics. At the 1988 Calgary Games, on North American soil no less, the U.S. won just two gold medals.

In Sochi, Team USA matched that number in one weekend. A pair of totally stoked snowboarders, Sage Kotsenburg and Jamie Anderson, each won the inaugural slopestyle snowboarding event, in which athletes navigate a downhill obstacle course while sliding on rails and corkscrewing off jumps.

Consider it the result of institutional interests aligning. The International Olympic Committee covets younger fans, and NBC, which is paying the IOC \$775 million to broadcast the Sochi Games, wants events that draw younger viewers to earn a return on that massive investment. Extreme sports at which the U.S. excels, like slopestyle, have been added to the program, boosting its medal haul.

The world, however, is catching up. Snowboard half-pipe is an old-guard extreme event—it first appeared in the 1998 Games. Shaun White, the two-time defending Olympic half-pipe champ, finished fourth at Sochi. Swiss snowboarder Iouri "iPod" Podladchikov won gold, and two teens from Japan took silver and bronze. The Olympic X Games have gone global. —SEAN GREGORY

What to Watch in Week 2

ICE DANCING

In a down year for U.S. figure skating, Meryl Davis and Charlie White will vie for the nation's first-ever ice-dance gold. Feb. 16-17



ALPINE SKIING

In the giant slalom (Feb. 18) and slalom (Feb. 21), Mikaela Shiffrin, 18, could become the youngest U.S. alpine medalist ever



MEN'S ICE HOCKEY

No Olympians face more pressure than Russia's hockey team; Putin expects Alex Ovechkin and company to win Sochi's last gold on Feb. 23



Last year she sent
2291 texts about bands,
3349 texts about movies,
4082 texts about school,
5033 texts about volleyball,
9397 texts about boys,
and 0 texts when she was driving.

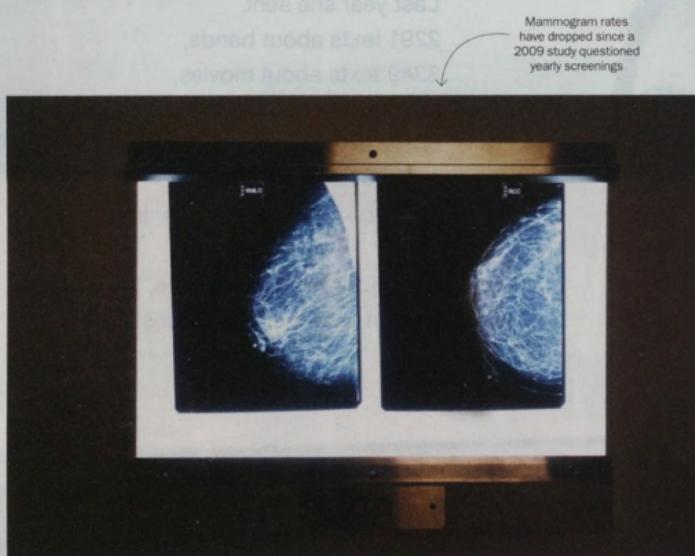
The better we know people, the better
we can help them go places. Safely.

The first year after a teen gets their license will be one of the most dangerous years of their life. Which is why Toyota has created a collection of tips, guides and programs that help both teens and parents navigate that very important first year and beyond. To learn more, visit us at toyota.com/LetsGoPlaces.



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Go
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Health



Screening Cancer

A new study reveals mammograms may not be doing much good

BY ALICE PARK

THE CANCER-PREVENTION mantra "the more screening, the better" just took another hit. After following nearly 90,000 women for 25 years, a group of researchers in Canada found that women who got mammograms every year for five years were no less likely to die of breast cancer than those who did not. The study supports the controversial recommendation in 2009 of the U.S. Preventive Services Task Force (USPSTF) that women cut back on yearly mammograms and start at age 50 instead of age 40.

The main reasons: over-diagnosis and overtreatment. When a mammogram detects an irregularity, there's a natural urge to correct it. But 22% of the breast cancers detected in the Canadian study may not have been malignant.

That means those patients could have been subjected to unnecessary procedures, such as surgery, chemotherapy and radiation, which could actually do more harm than good, given their complications.

So why did doctors push for yearly mammograms in the first place? Before the more detailed analysis of risks and benefits in 2009, doctors believed that more cancer screenings meant better chances of detection and greater opportunity for lifesaving treatments. This message was driven home by advocacy groups that turned screening into practically an obligation for anyone health-minded and led to insurers' covering routine testing.

With more big-picture data from groups like USPSTF, however, it's clear

that for most women under 50, annual screenings don't lead to fewer deaths from the disease. Better treatments for breast cancer have also improved survival odds, so diagnoses don't necessarily mean a higher chance of early mortality. (These findings do not apply to women with a family history of breast cancer, who have a higher risk of disease.)

While some doctors have already started advising women to get fewer mammograms, many major cancer organizations, including the American Cancer Society, continue to recommend annual screenings beginning at age 40. Studies like this one, however, could change that and lead to screening practices that are more grounded in solid scientific evidence.

Mammogram rates have dropped since a 2009 study questioned yearly screenings

The Pizza Stimulus

According to a recent report from the USDA, 1 in 8 Americans eats a slice or two of pizza on any given day. That's because it's delicious, right? Not entirely.

The USDA has been spending millions to boost pizza consumption. The agency's dairy-checkoff program levies a small fee on milk and uses that money to promote dairy products like cheese. And, it turns out, pizza. In 2009, for example, Domino's Pizza and a USDA subsidiary partnered to create a line of pies with 40% more cheese. The agency spent \$35 million over three years, much of which went toward marketing. In 2011 the partnership created "kid-approved" pizza slices that are now available in more than 400 schools.

That's good news for dairy farmers but not so great for American diets. For instance, a small, 10-in. cheese pizza from Domino's contains about 1,200 calories—more than half an adult's recommended daily amount. Not to mention the USDA's report also found that pizza ranks as one of the top three sources of sodium in most diets. High sodium intake is linked to high blood pressure. Says Marion Nestle, an NYU professor of nutrition, food studies and public health: "Anything that adds calories—and cheese is right up there—makes it harder for adults and kids to maintain weight."

—ALEXANDRA SIFFERLIN



Milestones



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SHIRLEY TEMPLE
PHOTOS

DIED

Shirley Temple

The biggest little star

By Margaret O'Brien

I met Shirley Temple on Valentine's Day in 1945. To this day, I've never forgotten it. I was in red, she was in black, and we enjoyed a wonderful dinner together. We didn't immediately become best friends, but every winter, my husband and I would send a Christmas card to Shirley, and she and her family would send one back, so we kept in touch that way.

She was just lovely—a very, very sweet girl. My husband always had a crush on Shirley, but he ended up with me instead. It wasn't too bad, but you have to remember, there will never be another Shirley Temple. She will always be Shirley Temple in people's minds, and they'll always be showing her movies, so new generations will know who she was. Sometimes people put a stamp on the world, and Shirley certainly did.

So many times, people think child actors have a terrible life after the movies, but Shirley went on to have a wonderful life and family and career as the U.S. ambassador to Ghana and later Czechoslovakia, so it doesn't all end tragically. It helped that we both had wonderful parents who saw that we stayed on the right path.

I'd see her at functions throughout the years, and we'd say hello and talk about our families—she had married and had started on a different career by then, so we didn't keep in touch through the movie world. We kept in touch through the friendship world, and I've never forgotten our first meeting. That's why I have always kept her in my heart on Valentine's Day, never more so than this year.

O'Brien made her screen debut at age 4 in 1941 and went on to act in such films as *Meet Me in St. Louis* and *The Canterville Ghost*

Temple, photographed on her eighth birthday in 1936, died on Feb. 10 at age 85

RECALLED
By Toyota, 1.9 million of its top-selling *Pruis* hybrids because of a software glitch that could cause the car to stall. The Japanese automaker says no accidents related to the issue have been reported.

DIED
Maxine Kumin, 88, prolific poet who won a Pulitzer Prize in 1973 for *Up Country*, about life on her New Hampshire farm. In 1981 she was named consultant in poetry to the Library of Congress, now called U.S. poet laureate.

SUSPENDED
By first-term Democratic governor Jay Inslee, capital punishment in Washington State, because of what he termed a lack of "equal justice" in sentencing. Washington has nine inmates on death row.

CONVICTED
C. Ray Nagin, former two-term mayor of New Orleans, on corruption charges for accepting payoffs for city contracts. Nagin, who was mayor during and after Hurricane Katrina, could face up to 20 years in prison.

DIED
Ralph Kiner, 91, Hall of Fame outfielder, mostly with the Pittsburgh Pirates. After retiring in 1955, he gained fame as the voice of the New York Mets, starting with their first season in 1962.

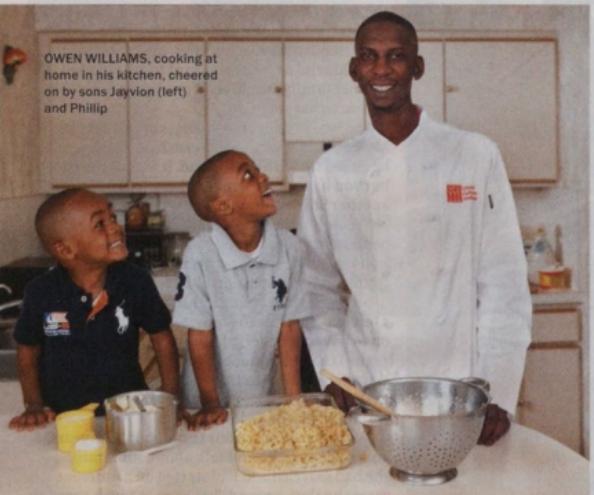


DIED
Robert A. Dahl, 98, political scientist and author. In four decades as a professor at Yale, he established himself as a leading authority on the theory and practice of democratic government.

CREATING JOBS AND FIGHTING UNDEREMPLOYMENT

Working with partners like **Allstate**, the **National Urban League** helps young people at risk enter and succeed in the workforce.

OWEN WILLIAMS, cooking at home in his kitchen, cheered on by sons Jayvon (left) and Phillip



IFE WAS A DAILY STRUGGLE for Owen Williams, 24, a high school dropout who lost his job at Wal-Mart two years ago. The single father from West Palm Beach, Fla., urgently needed to find a way to support his two boys, now three and four.

He got a chance at a fresh start after spotting a newspaper ad from the National Urban League (NUL) for its Urban Youth Empowerment Program, which helps at-risk young people enter the workforce. Once he signed up, the Urban League of Palm Beach County helped him prepare for and pass the General Educational Development (GED) tests that enabled him to get a high-school equivalency certificate. In January, Williams started culinary school to become a chef. "I'm trying to turn my life around," he says.

As the nation marks the 50th anniversaries of the War on Poverty and the passage of the Civil Rights Act of 1964—which bans discrimination based on race, color, religion, sex or national origins—the NUL's 2013 *State of Black America* report points to many signs of progress. Among them, black graduation rates from high school and college have climbed, while the rate of African Americans living in poverty has declined.

Nonetheless, income inequality remains a serious problem—and more work must be done to create well-paying jobs and fight underemployment, says Marc H. Morial, president and CEO of the NUL, a national nonprofit based in New York City. "The economy is recovering, but that recovery is bypassing most Americans," he says.

To help more Americans get back to work, the NUL and its affiliates worked with more than 70,000 people through workforce development programs in 2012, providing training and job placements. Through the NUL's 10 entrepreneurship centers, 11,600 small-business owners received assistance in 2013, securing about \$7.5 million in loans, \$100 million in contracts—and creating 1,230 new jobs.

To achieve its goals, the NUL partners with major corporations like Allstate Insurance Company. The firm, with headquarters in Northbrook, Ill., works closely with the Chicago Urban League to inform local business owners about entrepreneurial training and education opportunities, as well as sponsoring national NUL programs.

"The NUL's mission of empowering people and changing lives is very much aligned with Allstate's purpose," says Stacy Sharpe, senior vice president, corporate relations, noting that consumers have access to Allstate insurance products through more than 9,000 local Allstate agencies across the country. "We're also about empowering people to have better lives. We help customers realize their hopes and dreams by providing the best products and services to protect them from life's uncertainties and prepare them for the future."

Allstate also sponsors events at NUL conferences, among them its Youth Leadership Summits. With inclusive diversity as one of its core values, the corporation frequently recruits students from institutions like Florida A&M University, a historically black college, through the firm's leadership development program. The three-year program offers graduates an opportunity to work in several different departments. "It's a very tough

job market," notes Sharpe. "Our skills training for college graduates helps to accelerate their career path."

JOBS
REBUILD AMERICA
National Urban League



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#GiveItUpForGood

TO MAKE PARKS GOOD AGAIN, SOMETIMES ALL YOU NEED IS NET. Join Allstate in recognizing those in the community whose good deeds inspire us all. Like the folks at Neighborhood Nets, whose mission is to put a net on every naked basketball rim throughout St. Louis, the nation and eventually the world.

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THE SCH WILL GET

A NEW KIND OF EDUCATION

FOUR YEARS OF

LEARNING EXERCISE
Chicago's Sarah E. Goode STEM Academy,
which offers a six-year education

Photographs by Ryan Lowry for TIME



CHOOL THAT YOU A JOB

SHOWS WHY

HIGH SCHOOL ISN'T ENOUGH

BY RANA FOROOHAR/CHICAGO

S

SARAH E. GOODE IS THE NAME OF ONE OF the first African-American women ever to be granted a U.S. patent, in 1885, for a foldout bed that converted into a desk—a prescient object that would fit right into a modern-day Ikea catalog. It's also the name of a new high school on Chicago's South Side that is redefining what it means to be educated in the 21st century.

Kids at the school, which launched a year and a half ago, aren't called students but "innovators." They receive a hardcore focus on STEM skills (that's science, technology, engineering and math). And they take six years to graduate instead of the traditional four; the extra two years means they walk away with an associate's degree on top of their high school diploma.

There's one more thing they take with them: a job. Every student at Sarah E. Goode STEM Academy graduates with a promise of a \$40,000-plus opportunity at IBM, the school's corporate partner and a key developer of the curriculum. A place in this school, which rises gleaming and new in a neighborhood littered with dingy bail-bond shops, check-cashing places and fast-food joints, is very likely a ticket to the middle class.

Stanley Litow, IBM's vice president of corporate citizenship and corporate affairs, helped start this school and seven others like it in New York and Chicago. With 29 more such academies set to open in two states over the next two years, he's part of a mission to do nothing less than reinvent American secondary education. Litow launches into an orientation speech for ninth-grade students as if he were talking to a valued client, thanking the kids for choosing Sarah E. Goode. He tells them that IBM has a big stake in their success—as does President Obama, who for two years running has heralded such schools as a model for the nation in his State of the

Union speech. "We need people who look like you, sound like you, live like you and have your aspirations," says Litow, echoing the President's call for a new 21st century workforce, one that's not only better skilled but also more diverse and inclusive. The kids, African American except for a handful, burst into applause as he finishes. Then they file off quickly to class, past a WELCOME INNOVATORS sign, while a soundtrack of motivational rap and dance tunes (Public Enemy, TLC, Calvin Harris) plays in the background.

Despite Chuck D's musical entreaties to "fight the power," these kids don't seem like revolutionaries; they just seem grateful to be given a chance to excel in a school that has no test-in exam or steep tuition and where educators seem genuinely happy to serve them. But like Litow, their teachers and everyone else at Sarah E. Goode, these teenagers are part of a major new experiment in American education. If successful, this kind of school could help power the sort of great national leap forward that hasn't happened since the post-World War II period, when state governments decided that high school, previously optional, should be mandatory, in order to ensure the kind of skilled workforce needed to compete in a new, higher-tech industrial era.

Many U.S. leaders—including Obama, Education Secretary Arne Duncan, scores of blue-chip CEOs and executives and a sizable number of top educators—believe we're once again at such a turning point. And many of these leaders are pushing the idea that when it comes to the length of secondary education, six should be the new four. In Tennessee, Republican governor Bill Haslam used his Feb. 3 State of the State address to unveil a proposal that would provide two free years of community college for any high school graduate. Oregon lawmakers are study-



ing a similar proposal. The obstacles are considerable, starting with the most obvious: Who pays? Pilot programs are one thing, but taking the six-year high school mainstream will require a substantial commitment in funding—and faith that the economic benefits of a better-educated workforce will offset the costs.

Evidence suggests that expanding education beyond 12th grade can be powerful. A four-year high school degree these days guarantees only a \$15-an-hour future, if that. According to projections by the Center on Education and the Workforce at Georgetown University, the U.S. economy will have created some 47 million job openings in the decade ending 2018, and nearly two-thirds of them will require some postsecondary education. The Center projects that just 36% of American jobs will be filled by people with only a four-year high school degree—half of what that number was in the 1970s. On average, workers with an associate's degree will earn 73% more than those with only a high school diploma.

But realigning American education for the jobs of the future isn't just about the



NEW VIEW

Vilma Smith, a 10th-grader at Sarah E. Goode, dreams of studying screenwriting at UCLA.

consequence was to separate career-based education from the rest of high school, effectively downgrading it. Even when the two tracks were reintegrated in the 1960s, vocational education was still seen as a dumping ground for less fortunate students. Meanwhile, even traditional high school hasn't necessarily led to a better path: while 70% of high school graduates today go on to higher education, only 30% of young Americans make it through a four-year college, and only 10% graduate from a two-year institution, despite 20 years of educational reform.

Those reforms have included things like the push for Common Core standards, charter schools and in some cases closer ties between schools and business. Twenty years ago, Oregon, faced with students graduating with no marketable skills, tried to make all high schools focus on career majors—but then ran into pushback from families who didn't want their kids off the "academic" track. Other attempts in different parts of the country to connect educators and job creators failed because employers who were approached about offering internships or helping schools create better curriculums couldn't see what use 16-to-19-year-olds could possibly be to them.

Today, no one can ignore the disconnect between how the U.S. educates its kids and the needs of the U.S. economy. There is a youth unemployment crisis, one that continues to have profound effects particularly on young people of color with limited education. (In October, only 5% of black male high school graduates looking for work found a job.) There are large and growing asymmetries in the labor market: Harvard Business School professor Rosabeth Moss Kanter calculates that a third

LEARNING TO EARN

DAVIS' COMMENT IS STRIKING BECAUSE historically in the U.S., an education tied to industry has been considered second-rate. Back in 1917, under the Smith-Hughes Act, Congress set up a pool of funds for vocational education (mainly for farm kids) that was separate from that of high schools. The idea was to avoid raiding high school funds at a time when graduation rates, only 6% in 1900, were beginning to increase. But the unintended

8

SCHOOLS FOLLOW THE
P-TECH MODEL;
29 MORE WILL OPEN
IN TWO STATES OVER
THE NEXT TWO YEARS

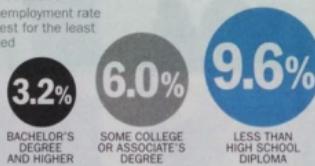
duration of school. It's a question of what to study and how to encourage kids to see their education through. And that's why programs like Sarah E. Goode—an approach known as Pathways in Technology Early College High School, or P-Tech for short—are attracting so much attention. The P-Tech model was originally developed by IBM, the New York City department of education and the City University of New York. Two and a half years in, the Brooklyn school that pioneered the approach has been visited by everyone from the President and Harvard academics to Chinese officials. Its first class will graduate in 2018, though many will complete all the requirements before then. Right now about half of the juniors—none of whom were screened for ability and many of whom will be the first in their family to graduate from high school—are already taking college-level math. It's an impressive achievement in a city where only 64.7% of kids graduate from high school. Rashid Davis, the principal there, says the public-private partnership is invaluable: "It's incredible how much further children can reach when industry is closer to them to help set the context for learning."

SCHOOL SOLUTION

TO MEET THE DEMANDS OF AN ECONOMY THAT PRIZES COMPUTER AND TECHNICAL SKILLS, THE U.S. NEEDS MORE WORKERS WITH A POSTSECONDARY EDUCATION

WHO'S JOBLESS

The unemployment rate is highest for the least educated



of the jobs lost during the Great Recession reflect a mismatch between the skills employers need and those that workers have. There's a \$1 trillion student-debt bubble being faced by kids entering what's still the toughest labor market in a generation. There's a structural change in the economy to favor technology-based skills, a shift that actually makes a career-oriented STEM education more and more attractive and makes tech-savvy 16-to-19-year-olds more interesting to firms. And there are a growing number of blue chips, like IBM, that believe getting involved in education is good for both their long- and short-term business models: it simultaneously addresses their skilled-labor shortage and helps build a stronger middle class that will spend on their products in the future.

EDUCATION THAT WORKS

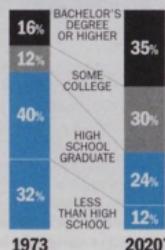
THAT'S THE NEW LANDSCAPE IN WHICH students, educators, businesses and governments are operating. And it's why the urgency over connecting all the public and private dots is growing.

Some of these efforts have been coming from enlightened blue chips like GE, Procter & Gamble and Microsoft. Back in 2007, ExxonMobil, for example, helped take two Texas programs that had proven results bolstering math and science education in high schools—UTeach and the Advanced Placement Training and Incentive Programs—and make them national.

Other programs aim to help high school kids earn college credits in order to offset costs and improve their chances of graduation and progression on to college. The Gates Foundation-funded Jobs for the Future program has redesigned 280 schools serving 80,000 students to offer such courses, with great success—90% of their kids graduate from high school, 12 points higher than the national average. Another

WORK OF THE FUTURE

Two-thirds of all jobs will require postsecondary education by 2020



effort, the National Academy Foundation, launched by former Citigroup chairman Sanford Weill, exposes high schoolers to the world of work through career-oriented courses in high-growth fields and through internships. Their academies—located in more than 400 U.S. schools—have a 96% graduation rate.

Still, connections between public schools and the private sector remain scattered, limited and haphazard, as illustrated by a new study from the Gates Foundation, BCG and the Harvard Business School. The study interviewed superintendents of the 10,000 largest U.S. school districts about business involvement in their areas. While 95% said business was in some way involved, in most cases the involvement was limited to writing checks. Only 12% of superintendents saw business as deeply involved. Which is a shame, since this survey (as well as many others) found hugely improved student outcomes in areas with that deep business participation.

The P-Tech model seeks a deeper and more permanent connection. "In order to



MAP OF CHANGE

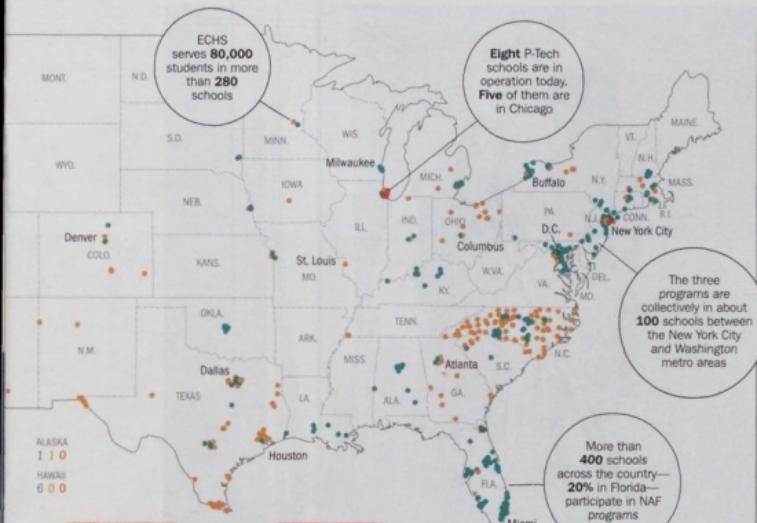
Where U.S. high schools are adopting some key approaches to career and technical education

NATIONAL ACADEMY FOUNDATION (NAF) SCHOOLS

Students can opt for a specialized learning track focused on hospitality, engineering, health or other sectors. They connect with employers through internships.

make sure the best businesses locate here, I need to give employers certainty about the skill set of our people," says Chicago Mayor Rahm Emanuel. Chicago is connecting Sarah E. Goode and the other four P-Tech schools that it launched in September 2012 with community colleges that focus on the city's top growth areas—including logistics and transport, health care, IT and manufacturing—and locating the schools in neighborhoods that are a short commute away from jobs in those fields. As in New York, the curriculum of these schools is developed in conjunction with the public school system, the City Colleges of Chicago (which, like CUNY, handles the college courses) and the companies—including not just IBM but also Cisco, Microsoft, Verizon Wireless and Motorola Solutions—that agree to sponsor them.

That doesn't mean pouring in corporate money—Chicago's programs are paid for entirely with existing public funds—so much as knowledge. When IBM and the other private-sector sponsors sign on, they



THE PAYOFF

Estimated lifetime earnings by educational achievement

\$3.5
DOCTORATE

\$2.8
MASTER'S

\$2.4
BACHELOR'S
(four-year)

\$1.8
ASSOCIATE'S
(two-year)

\$1.6
SOME
COLLEGE

\$1.4
HIGH SCHOOL
DIPLOMA

\$0.9
LESS THAN
HIGH
SCHOOL

EARLY-COLLEGE HIGH SCHOOL (ECHS)

Students simultaneously earn a high school degree and college credit, which not only reduces college costs but also ups graduation rates.

P-TECH SCHOOLS

Students attend high school for six years, earning an associate's degree and focusing on science, math and technology. Mentors from large employers help guide students.

are essentially promising to help mentor kids and develop a curriculum that will churn out the kind of workers to whom they can guarantee decently paid jobs. Currently, "almost 1,800 jobs at IBM alone are going unfilled" due to a lack of appropriate candidates, says Litow, a former New York City schools deputy chancellor hired in 1993 by then IBM CEO Louis V. Gerstner Jr. to develop a new model for education to address IBM's skills gap.

Many of IBM's unfilled positions are in the middle skilled area—jobs that require less than a four-year degree but more than a high school diploma. This underscores an interesting truth about the American economy: despite all the press about the middle class shrinking, middle-income jobs are actually forecast to grow. According to Bureau of Labor Statistics figures, middle-skilled jobs with a technology bent—which include positions like entry-level software engineers, medical technicians and high-tech-manufacturing workers—will increase by 17.5% from 2010 to 2020, just as fast as high-skilled jobs

and far faster than lower-end ones. But while we have plenty of Ph.D.s and burger flippers, we don't have enough people with skills in between. Too many four-year graduates are overeducated in the wrong areas: liberal-arts students graduating today are at a major salary disadvantage compared with peers in the sciences, and a full 27% of people with postsecondary certificates make more than the average bachelor's-degree recipient.

The trick is boosting those credentials—and the two-year-college graduation rate of 10%. In seeking to narrow the divide between high school and community college, the P-Tech blueprint represents the culmination of 30 years of secondary and postsecondary school reform in America. It has a strong academic core. It picks up certain elements of the "career academy" model, which creates high schools with links to particular industries, like finance or telecommunications, and adds a dash of the "early college high school" model, where small, specialized schools in deprived socio-economic areas allow kids to complete some

college credits in high school, reducing the cost of a degree later and improving their chances of graduating. It throws in corporate help in curriculum development and mentoring to ensure employable workers.

But P-Tech adds a final, crucial twist, that job guarantee for graduates. "The P-Tech model takes the best of these other ideas and then goes a step further by bridging the jobs divide," says Harvard education professor Robert Schwartz, author of the seminal 2011 *Pathways to Prosperity* report on career training and school reform, who lauds the model. "I give IBM a lot of credit for that."

In many ways, P-Tech is a white collar, modernized version of the successful Germanic model in which students are taught curriculums geared toward specific, career-oriented skill sets. (Countries that follow this model, including Germany, Austria, Switzerland and the Scandinavian nations, have lower-than-average rates of youth unemployment.) In other ways, it's more creative and focused on basic intellect building, which is important

IN MILLIONS
\$4.2
PROFESSIONAL

*Does not add to 100% due to rounding

^{**}Such as M.D. and J.D.

SOURCE: Bureau of Labor Statistics; Geotab; University; U.S. Census; OECD; Jobs for the Future; IBM; National Academy Foundation



STUDY PARTNERS: Chicago 10th-grader Gia Hamp, 15, with her mentor Charlotte Johnson, the IBM program manager at Sarah E. Goode

since it's impossible to fully predict what the jobs of the future will require.

Vilma Smith, a 10th-grade math star at Sarah E. Goode, who claims she started off at the school as a shy and quiet outsider, wants to go on not to IBM but to UCLA to be a screenwriter, inspired by both software design classes and literature courses. "I want to learn how to tell stories to other people, but I also want to understand how to tell my own story better," she says. Those are dream words for educators who want kids to have multiple pathways and a multidisciplinary approach to learning and to life. They also reflect the sort of person that your typical American blue-chip company would be dying to hire. "After one year, Vilma has become a leader, someone who can reflect, articulate and self-assess," says Charlotte Johnson, a former teacher and now the IBM program manager at Sarah E. Goode. "Believe me, not everyone in a company can do that."

The curriculum also emphasizes the soft skills of presentation, self-marketing and communication that better-off kids—raised in homes with college graduates whose behavior they can model—

take for granted. On a recent winter's day at Sarah E. Goode, a group of students participated in a virtual-enterprise class, in which they devised mock companies that manufacture and sell imaginary products within a network of other high schools around the world.

Gabriel Rosa, the 16-year-old CEO of Titan Enterprises, an enterprise-software-design firm, is getting the latest beta-test results from his nervous CTO ("When do you expect that new app to be ready?" "Umm ... is Thursday O.K.?"'), and trying to get a rather bored-looking marketing staff motivated about a rebranding exercise. "We need to excite our customers," he says, tentatively. The teacher urges him on, telling him to think about what Titan is really designing and who it's for. He course-corrects, making better eye contact, leaning in and asking more-specific questions: What types of retailers should the firm focus on? Which new apps are most promising? The team perks up. Rosa's confidence noticeably increases.

"I definitely want to start my own company someday. That's why I chose this school," says Rosa.

NEXT STEPS

IT'S EARLY DAYS FOR THE SIX-YEAR HIGH school model, both in Chicago and in the other places it is rolling out, like upstate New York (where Democratic governor Andrew Cuomo has committed to building 10 P-Tech schools) and Connecticut (where Governor Daniel Malloy wants to launch P-Tech).

So far, the P-Tech model has received surprisingly little pushback from unions, even the aggressive Chicago teachers' union, because it operates within the traditional public school system rather than outside it, like charter schools. "It's captured the imagination of people who want to walk away from the whole debate over charters and testing and vouchers and data and just focus on where children need to be and how we can give them the steps on the ladder to get there," says Randi Weingarten, president of the American Federation of Teachers and a former president of the United Federation of Teachers.

But there are other big questions to resolve before the six-year high school can scale up well beyond its successful pilots. Funding is one, although a number of



JOB CREATOR: Matsuo Marti, principal at Sarah E. Goode, supervises an education that promises its graduates a paying job

solutions are being proposed. Tennessee Governor Haslam says surplus funds from the lottery could cover his state's estimated \$34 million annual cost of providing free community college. Litow and others want funds from the Perkins Act, which is up for congressional reauthorization this year, to be extended and redirected more productively to models like P-Tech.

National rollout will require enlightened local leaders. In both Brooklyn and Chicago, P-Tech has enjoyed the support of education-reform mayors with an aggressive style able to ram through new programs. Those schools are also located in major population centers with *Fortune* 500 employers handy. Harvard's Schwartz says that industry-wide cooperation will be necessary to move P-Tech forward in places where there is no single blue chip capable of doing that on its own.

Resolving these questions is imperative, because the evidence shows the future for employable students must include at least two years of postsecondary education, whether it's done in high school or beyond. "Some kids will graduate in six years and some in four, but what we're

finding is that when we ask more of kids in terms of curriculum, they always hit the bar—always," says Anthony Salcito, VP of worldwide public-sector education at Microsoft, which has supported P-Tech and other STEM secondary schools around the country.

The P-Tech model has raised not only student and educator aspirations but also the bar for private-sector involve-

ment in education at a time when the corporate share of the economic pie has never been larger or the workplace and economy at large more bifurcated. Litow says he's fielding daily calls from corporations interested in becoming P-Tech sponsors—not just in the tech sector but in manufacturing, health care and other industries with labor shortages. Eighteen new schools modeled on the IBM playbook will be coming online this year, and another 11 are likely by 2015.

In November, President Obama earmarked \$100 million in new grant funds for schools like P-Tech to carry on their experiments in education, something he lauded in his past two State of the Union speeches. "We're shaking up our system of higher education," says the President. Of course, the final step in shaking things up has yet to be taken. The last time we had a reset of secondary education, leaders and voters made sure it was free to everyone. Now, with so much agreement that young people need more than four years of high school to succeed, the challenge once again is guaranteeing the right education for all.

WHY IT WORKS

1

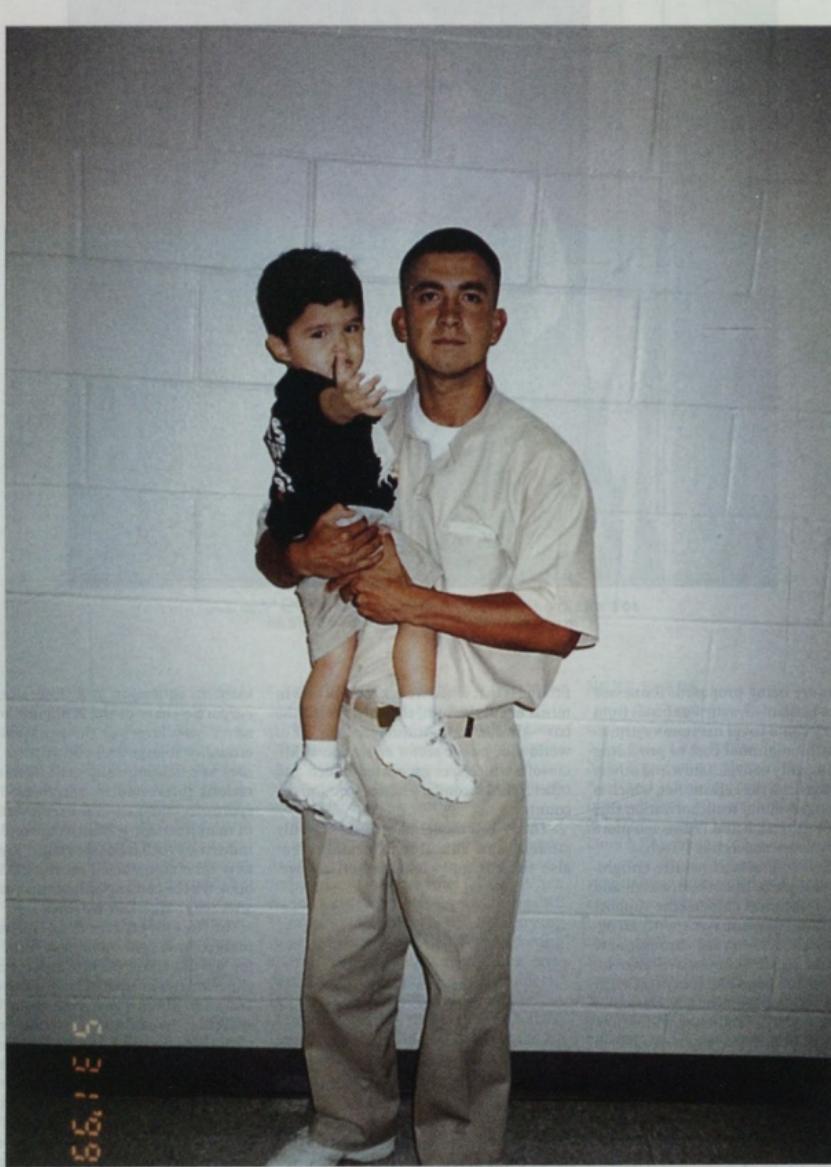
The program: Students remain in high school an extra two years to earn an associate's degree

2

The skills: Employers help craft the curriculum so graduates are ready for good jobs

3

The payoff: A promise of a job at graduation



Jason Hernandez and his son Estevan during a prison visit in 1999

JASON HERNANDEZ SOLD POT, SPEED AND CRACK.

HE WAS SENTENCED TO LIFE WITHOUT PAROLE

UNTIL HE BECAME PART OF

OBAMA'S LEGACY PROJECT

BY MICHAEL SCHERER AND MAYA RHODAN

AS A FEDERAL CONVICT, JASON HERNANDEZ NEVER GOT A chance to vote for Barack Obama, but for years he dreamed that the President would one day know his name. He had been a high school drug dealer in McKinney, Texas, peddling joints and dime bags before eventually building a criminal operation with his brothers that included methamphetamines and a large amount of crack cocaine. In 1998, at the age of 21, he was sentenced to life in prison without the possibility of parole.

The judge in his case objected to the sentence, but he had no choice. Decades of tough on-crime laws passed by Congress to target crack made it mandatory. Hernandez's supplier, who was charged with a similar amount of cocaine but in powder form, received only 12 years. "It's like living and dying at the same time," Hernandez wrote from prison in an email about his terminal incarceration. "Imagine being dead with the capability of looking back on your life, wishing you could go back and do so many things different."

Then, late last year, Obama announced that he would soon set Hernandez free. There wasn't a lot of fanfare: the White House published the commutations of eight convicted drug dealers in an email to reporters right before Obama left on holiday to Hawaii. In an accompanying statement, the President called his decision "an important first step toward restoring

fundamental ideals of justice and fairness."

In fact, the first step Obama took toward Hernandez's freedom actually occurred in the Oval Office more than a year before, just weeks after Obama won re-election. The President gathered his senior aides to read out his hopes for a second-term agenda, which he had scribbled on a yellow legal pad. In addition to the stuff that everyone knew about, like immigration reform and jobs, Obama had listed an old priority that had nearly slipped away in the first term: criminal-justice reform.

It was an issue that had animated Obama's community-organizing days on the South Side of Chicago. It later drove him in the Illinois legislature to push for death-penalty reforms and to pass a law that required police to tape their interrogations in murder cases. And it was an issue he promised to bring to the White House in a 2007 speech that envisioned a "new dawn of justice in America." "No one has been willing to brave the politics and make it right," he said at Howard University.

The first term brought no new dawn, burdened as it was by a bitter health care fight and multiple economic and political crises. There were some new programs and reforms at the Justice Department, and a compromise bill that Obama signed reducing the crack-to-powder sentencing disparity to 18 to 1, from 100 to 1. But his pardon-and-commutation record was among the least active of any modern President's, and he was cautious of appearing to back any government programs that appeared to narrowly target a specific demographic group. "I'm not the President of black America," he said in 2012, just a few months before his re-election. "I'm the President of the United States of America."

That caution has now begun to slip away, and a more muscular approach to reforming the federal judicial system is plain to see. Shortly after his yellow-pad meeting, Obama sent an order, by way of the White House counsel, to draw up a list of nonviolent clemency candidates like Hernandez. He encouraged Attorney General Eric Holder to undertake a new sweeping review of the prosecutorial practices that might result in disproportionate sentences. When reporters asked Obama

about marijuana, the President no longer just repeated his old lines about not supporting legal weed. He quickly added that something needed to be done about the inequities in punishment for minor drug offenses. "Middle-class kids don't get locked up for smoking pot, and poor kids do," he told the *New Yorker* late last year.

Since Obama's return from Hawaii, hardly a week has passed without some new announcement of a program or policy push. In late January, the Justice Department issued an open call to America's defense attorneys to help find more convicts now in federal prison whom Obama might free. Holder gave a speech on Feb. 11 calling on states to restore voting rights to nearly 6 million convicted felons. And in the State of the Union, Obama departed from his past color-blind formulations by announcing a new program specifically to help "young men of color facing tough odds stay on track and reach their full potential." He calls the initiative My Brother's Keeper, and it combines more executive actions to keep nonviolent youth out of the justice system with a new partnership with nonprofit foundations and for-profit businesses. "The President is looking on the whole at all the folks in our country who do want to work hard and who do want to play by the rules but just need to be given a chance," says Valerie Jarrett, one of Obama's closest advisers.

A bipartisan agreement to reform drug sentencing laws has also emerged, uniting some of the most liberal and conservative lawmakers in Congress. In late January,



a bill sponsored by Tea Party Republican Mike Lee of Utah and Obama ally Dick Durbin of Illinois passed out of the Senate Judiciary Committee on a bipartisan vote of 13 to 5. If passed by the full Congress, it would allow for the judicial reviews of more than 8,000 crack-cocaine sentences in the federal system, cut mandatory minimum requirements and give judges new powers to grant leniency.

The White House and the Justice Department have made clear their eagerness to see the bill pass, cementing Obama's legacy as the first President in three decades to dial back the punishments for violating federal drug laws. For the first black President, who became a political activist out of college to right the injustices he saw in America's big cities, the stakes are both more personal and more profound than he tends to let on in major speeches. And his success or failure, by the end of his second term, could help determine his legacy as a champion of the principles he defines himself by. "Every now and again, there is a moment, and this is one of those moments," Attorney General Holder tells *TIME* of the recent push. "It is our strong desire to seize this moment."

The United States of America accounts



14 YEARS LATER
Hernandez, with Estevan last year, could be released as early as August



EYE TO THE FUTURE

Obama, discussing gun control at a Chicago high school last year, is on a campaign to reform the criminal-justice system

a gutsy speech," Holder remembers the President telling him. Yet after the speech was delivered, there was almost no backlash. Groups as disparate as the ACLU and the Cato Institute criticized the Justice Department for not going further.

The pace of reforms can be expected to quicken, which would be welcome news to lifers like Hernandez. For a time, he would spend as many as eight hours a day in the prison law library searching for some error in his sentence that could set him free and sharpening his own petition for commutation. Through the process, he became a go-to person in Oklahoma's El Reno Federal Correctional Institution for others seeking to file appeals and seek clemency. Since December's announcements, Hernandez says, there has been a clear shift in how inmates approach the process. "People who thought they were going to die in prison now believe they are not," Hernandez wrote in an email. "It has turned nonbelievers of the Lord into believers."

Now 37, Hernandez has been moved to a nearby minimum-security facility and could be released to a halfway house as soon as August. He has a son, 17, whom he has never really known outside of prison visits. One of his brothers was murdered in another prison in 2002 while serving a 30-year sentence, and he has yet to visit his grave. "I always thought if the day ever came I would be screaming for joy, jumping, hollering, singing, dancing. But I didn't do none of that," he wrote of his commutation. "There are times I am not able to breathe, or I breathe erratic, my heart races, can't talk sometimes, can't think."

Hernandez has already contacted the Texas narcotics officers who helped put him in jail, offering to meet after his release and possibly volunteer to help dissuade other youth from following his path. "I was just a kid who made a bad decision," he writes now, "and President Obama agreed by giving me a second chance at life, a decision I will make sure he will never regret."

for about 5% of the world's population, but its jails hold nearly a quarter of the world's prisoners. That population has increased by 800% in the past three decades as various waves of crime have ravaged America's cities. But many of those behind bars have never been charged with an act of violence. As of 2011, 47% of the people incarcerated by states had been convicted of nonviolent drug, property and public-order crimes.

The great lockup has taken its toll. The federal prison system alone costs \$6.5 billion a year, and the criminal-justice system that feeds it is rife with racial and economic inequities. Black men have a 32% chance of serving time in prison at some point in their lives, compared with a 17% chance for Hispanic men and a 6% chance for white men. And when they are caught, black men are likely to serve longer sentences—an average of 20% longer than white men for the same crimes, according to one estimate by the U.S. Sentencing Commission. The effect of this sweeping policy of incarceration has distorted many American families and communities. In Florida, 1 in 10 adults doesn't get a ballot because of past convictions. Among black adults, who tend to vote

Democratic, 1 in 13 nationwide doesn't get a ballot—in some states, including Florida, it's 1 in 5.

To date, Obama and Holder have for the most part only tinkered around the edges. A recent academic study suggested Holder's latest round of prosecutorial guidelines would result in lesser sentences in about 500 drug cases a year, out of a universe of roughly 15,000. And eight commutations is a tiny fraction of the 8,000 or more convicts still serving time under outdated crack laws. But statistics may not be the best measure of reform's impact. "It's not a huge deal practically but a huge deal symbolically," says Ohio State University law professor Douglas Berman, who writes a popular blog on federal sentencing. "It will ripple through not just the federal criminal-justice system but the state criminal-justice systems."

In the summer of 2013, while they both vacationed on Martha's Vineyard, Holder remembers warily letting Obama read an upcoming speech he was going to give on Justice Department efforts at reform. In it, Holder declared the longer sentences for black male offenders "shameful" and described a need for a "fundamentally new approach" to crime and punishment. "It's

MIGUEL
ANGEL
OSORIO
CHONG
INTERIOR
MINISTER

*He's charged
with shaking
off the country's
reputation for
lawlessness*

ENRIQUE
PENA
NIETO
PRESIDENT

*After a year
in office, he's
just passed the
most ambitious
reforms in
memory*





LUIS
VIDEGARAY
CASO
FINANCE
MINISTER

*The MIT
doctorate is the
President's point
man on opening
up the economy*

WORLD

THE COMMITTEE TO SAVE MEXICO

It's the hot new emerging market. But can President Peña Nieto and his team of reformers really turn their country around?

BY MICHAEL CROWLEY/MEXICO CITY

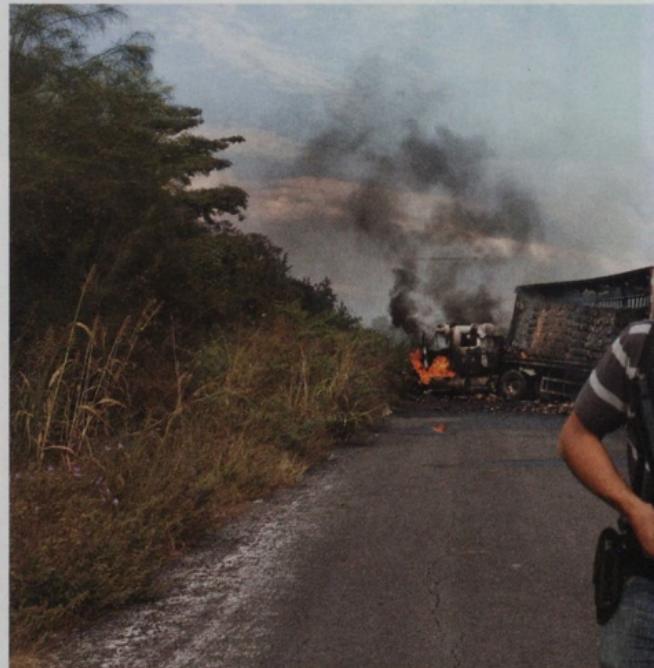
AT 9 O'CLOCK ON A FEBRUARY night, Mexican President Enrique Peña Nieto was still working inside Los Pinos, his official Mexico City residence, where camouflaged soldiers with assault rifles stood guard outside. For the 47-year-old President, it was a reminder that the presidency is a deadly serious business—especially at this pivotal moment in Mexican history.

Five years ago, drug violence was exploding, the Mexican economy was reeling, and a Pentagon report likened the Aztec nation to the terrorist-infested basket case Pakistan, saying both were at risk of "rapid and sudden collapse." As Barack Obama prepared to take office in 2008, one of his senior foreign policy advisers privately nominated Mexico the most underappreciated problem facing the new U.S. Administration.

Now the alarms are being replaced with applause. After one year in office, Peña Nieto has passed the most ambitious package of social, political and economic reforms in memory. Global economic forces, too, have shifted in his country's direction. Throw in the opening of Mexico's oil reserves to foreign investment for the first time in 75 years, and smart money has begun to bet on peso power. "In the Wall Street investment community, I'd say that Mexico is by far the favorite nation just now," says Ruchir Sharma, head of emerging markets at Morgan Stanley. "It's gone from a country people had sort of given up on to becoming the favorite."

Want proof? On Feb. 5, Mexico's government bonds earned an A- rating for the first time in history when Moody's revised its assessment of the country's prospects, ranking it higher than Brazil, the onetime darling of international investors, and making it only the second Latin American nation after Chile to get an A.

"I believe the conditions are very favorable for Mexico to grow," Peña Nieto told



TIME in an interview at the Los Pinos compound. "I'm very optimistic."

He'll share that optimism with Obama when the U.S. President arrives in Mexico for a North American leaders summit on Feb. 19. Obama will likely nod in approval: a booming Mexico—integrated with the U.S. economy in myriad ways—would put wind in the sails of U.S. economic growth and further reduce an already declining flow of immigrants illegally crossing the shared 1,933-mile (3,110 km) border.

But "Mexico's moment," as many are calling it, could still disappoint. Corruption and mismanagement are endemic to Mexican politics. Some of Peña Nieto's reforms are engendering fierce resistance. And drug trafficking, with its related crime and violence, remains a defining fact. After his interview with TIME, Peña Nieto went straight into a meeting to plan his trip the next day to Michoacan, a nearby state where vigilante groups have

formed to fight drug bosses who have seized control of their towns.

Officials and experts in both Mexico and the U.S. describe a country at a pivot point. "This is dramatically different from what we've seen before," says Gordon Wood, director of the Mexico Institute at the Wilson Center. "I reserve judgment for the time being on whether this is all going to work out."

A New Generation

PEÑA NIETO CASTS HIMSELF AS A FRESH, young reformer. But he is also a product of the ruling elite that helped lead Mexico to the brink of ruin. His uncle and godfather were both governors of the state of Mexico, a position he assumed in 2005 when he was 38. He is a member of the Institutional Revolutionary Party (PRI), which ruled Mexico for 71 years—often with the help of election results widely considered fraudulent—until it was knocked out of



Burning issue A drug cartel in Antunez sets fire to a truck to block armed vigilantes who have begun fighting back against traffickers

says a former U.S. official with a chuckle.

Eventually, in a three-way race in the summer of 2012, Peña Nieto won just 38% of the vote—hardly a mandate for generational change. The secret to his recent success lies in the way he then built a powerful legislative coalition. After meeting secretly with the two leading opposition parties, he struck the kind of legislative grand bargain that has eluded his counterpart across the northern border. The resulting Pacto por México gave liberals higher taxes on the wealthy and conservatives an end to Mexico's ban on the re-election of politicians, while Peña Nieto won support for a raft of other reforms, including opening up the country's oil monopoly.

Even after the deal was announced, jaded observers doubted that Mexico's political system could deliver. But whatever he may lack in literary erudition, Peña Nieto compensates for in political prowess. He is assisted by a group of young technocrats, many with advanced degrees from outside Mexico, who together put a decidedly more modern face on a very old and very distrusted PRI machine. Among them are the President's longtime top adviser and now Finance Minister, Luis Videgaray Caso, a 45-year-old economist with an MIT doctorate, and Emilio Lozoya Austin, the new 39-year-old chief of the state oil company, Pemex, who holds a Harvard master's degree. Running the powerful Interior Ministry is 49-year-old Miguel Ángel Osorio Chong, Mexico's new point man on the drug war. All of them met with TIME in Mexico City recently.

Peña Nieto's opponents did their best to turn this against him by tagging him as a shallow pretty boy. They were particularly gleeful when, during an appearance at a Guadalajara book fair, he struggled to name three books that had shaped his life ("and that's spotting him the Bible,"

power in 2000. Peña Nieto revived the PRI's fortunes by promising bold and tangible results to a country largely resigned to corruption and stasis. "Between 2000 and 2012, the opposition parties deliberately blocked major reforms that were necessary," says Wood. Peña Nieto promised to overhaul the state-run energy sector and the tax system and contain the drug war's savagery.

Adding a glow to the ambitious promises were the candidate's famous aesthetics: Peña Nieto's rallies were sometimes charged with subtle sexual energy. Or not so subtle: "Peña Nieto, bombón, te quiero en mi colchón" ("Peña Nieto, sweetie, I want you in my bed"), women would chant.

Peña Nieto's opponents did their best to turn this against him by tagging him as a shallow pretty boy. They were particularly gleeful when, during an appearance at a Guadalajara book fair, he struggled to name three books that had shaped his life ("and that's spotting him the Bible,"

New Politics of Oil

"TRAITORS! TRAITORS!" CAME THE SHOUTS from inside Mexico's Congress on Dec. 12. Opponents of a measure allowing foreign investment in Mexico's oil sector had barricaded and padlocked the lower house of Congress, forcing the debate into a nearby auditorium. One legislator stripped down to a pair of black underpants as he railed at the lectern about the stripping of his nation.

The passion stems from the politically charged history of oil in Mexico, which holds the world's 11th largest reserves, right behind Brazil in the western hemisphere. A large monument and fountain near the center of Mexico City commemorate the day in 1938 that President Lázaro Cárdenas, fed up with American and British oil companies' siphoning profits away from Mexican soil, declared that Mexico's oil belonged to its people and could not be owned by foreigners. Mexico celebrates the nationalization of its oil with a civic holiday every March 18.

But national pride meant that Mexico missed out on the global energy boom. While oil prices have roughly quadrupled over the past decade, enriching big producers, Mexican oil production dropped by 25%, thanks to the sclerotic federal oil enterprise, Pemex, which lacks the capital and expertise to tap the country's reserves. "They've recognized that the government monopolies have stopped working and that they have fallen behind in taking advantage of what entrepreneurship and private capital can do," says Ed Morse, head of global commodities research at Citibank. Meanwhile, a U.S. oil-production boom has reduced Mexican petroleum exports to the lower 48 states, forcing Mexico to look elsewhere for markets.

Under the new law, foreigners will again be able to explore for oil in Mexico and extract Mexican crude for profit, even if the oil technically still belongs to the people—a point Peña Nieto is careful to underscore. "The world has changed, and especially the

energy sector has changed," he says, rebutting the suggestion that he has allowed his country to be stripped to its skivvies. "The state does not compromise in its view that the property continues to be owned by Mexico. It belongs to all Mexicans."

For all its drama, the oil reform might not even be Peña Nieto's most important victory. In fact, the uproar against his education reform was even more intense than the battle over oil. A law overhauling Mexico's absurdly deficient public-education system—in which teaching jobs are handed down through generations and are sometimes even sold—enraged the powerful teachers' union, whose members paralyzed central Mexico City with mass street demonstrations last September.

There's also evidence that Peña Nieto will challenge Mexico's entrenched powers. Last year he ordered the arrest of the longtime and powerful leader of the teachers' union on charges of embezzling millions in union funds. And some observers say his telecom-reform plan doesn't please telecom mogul Carlos Slim, the country's richest man.

Factor in a law that rejiggers the tax code and an end to single-term limits for all federal politicians, and you have what might be the most productive legislative session anywhere in recent history. "You have to give them extraordinary marks for both political instinct and management of the process," says Tony Garza, a U.S. ambassador to Mexico under George W. Bush.

Credit Peña Nieto with good timing too. Rising labor costs in China have made Mexican wages cheaper by comparison, reversing a dynamic that held for most of the 2000s. Meanwhile, a slowdown has dampened foreign enthusiasm for Brazil's economy, making Mexico look more appealing. Even Peña Nieto's critics don't deny that he has delivered changes that could transform Mexico's economy. "The question," says Manuel Camacho Solís, a member of the Mexican Senate, "is whether that will create the outcome they want."

THE GOOD NEWS

Unemployment Rate

As of
December
2013

4.76%

Down from 5% in December 2012, when Enrique Peña Nieto became President. The average in Latin America and the Caribbean in 2013 was 6.3%

GDP Growth



Manufacturing Wages

Percentage by which China's manufacturing wages are expected to exceed Mexico's by 2015

19%

Labor costs in China are creeping up, so Mexican factories are becoming more competitive internationally

Camacho is suspicious that Peña Nieto's agenda seems to be a bigger hit in Davos than in Xico. "Investors applaud. Newspapers outside the country applaud. So why does the image of the President keep falling?" asks Camacho, noting that Peña Nieto's poll numbers have fallen several points below 50%. (Some trace the poll slump to a recent pause in economic growth that economists call temporary.)

In a country rife with corruption, rapid growth is more likely to produce oligarchy than broad prosperity, Camacho warns. He says Peña Nieto must act on his pledges to combat corruption, though he doubts that will happen: "If we don't have the political will, then the outcome will not be Norway. It will be Yeltsin's Russia."

A Path to Modernity?

EVEN YELTSIN'S RUSSIA DIDN'T HAVE THE sort of sociopathic gangsters who plague Mexico today—and who threaten to stunt its potential. Drug smuggling boomed in the country in the late 1990s after a U.S.-led crackdown largely choked off Caribbean smuggling routes and forced traffickers to find new ones through Central America. Extreme violence followed as cartels vied for business and turf. In 2009, Mexican police captured a drug-world figure who could have been devised by the creators of *Breaking Bad*: dubbed the Stewmaker, he allegedly disposed of some 300 dead bodies by dissolving them in acid. The symbolic nadir may have come the night in 2006 when patrons at a Michoacán nightclub looked down to see five severed heads rolling across the dance floor.

Later that year, Peña Nieto's predecessor, Felipe Calderón, launched a massive crackdown on the cartels and a campaign to end drug trafficking. Bush and Obama backed up 50,000 Mexican army troops with over a billion dollars in funding, military equipment and surveillance drones. But apart from headlines touting the arrests of various kingpins, the effort

produced little but more violence. Since the start of the Calderón offensive, the drug war has claimed more than 60,000 Mexican lives.

Peña Nieto promised to tackle the violence. But once in power he seemed to de-emphasize the drug war. U.S. officials worry that drug lords understand that the pressure will ease on their trafficking so long as the heads—so to speak—stop rolling. “The government’s messaging outside the country is about changing the conversation from the cartels to Mexico’s economic potential,” says Wood.

Chong insists otherwise. “We are not mixing security with politics,” says the Interior Minister, who, it may be worth noting, has a political background as a former governor of the Mexican state of Hidalgo. Speaking from his private office—the better to avoid a part of town paralyzed by street protests—he adds that the drug fight has been focused by centralization of authority under his control and that his government has captured some prominent drug lords, including the sadistic leader of the Zetas cartel, Miguel Ángel Treviño Morales, in July 2013.

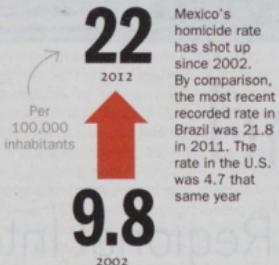
Skeptics scoff at this sunny narrative. Murders have slowed in some areas, but other crimes have spiked. In late January, the President unveiled a new initiative to combat a recent epidemic of *secuestro*, as kidnapping for ransom is known.

And then there is the crisis in Michoacán, where the emergence of armed vigilante groups is a disturbing echo of Colombia’s descent into a kind of low-grade civil war in the 1980s. “Nobody knows who the hell these people are—whether they are honest, bona fide vigilante groups or whether it’s one cartel fighting another,” says Jorge Castañeda, former Mexican Foreign Minister.

“What’s happening in Michoacán is really worrisome,” says Shannon O’Neil of the Council on Foreign Relations. “If you can’t fix rule of law, I don’t see how the economic side can thrive.”

THE BAD NEWS

Homicide Rate



Social Inequality



Trust in Government

Only

38%

of Mexicans say they trust their political institutions, compared with an average of 56% across 36 other countries

Sources: OECD; IMF; BCG; U.N.; NSG; World Bank; Reuters

Peña Nieto doesn’t deny that Michoacán is a serious problem. “We need to re-establish the rule of law” in the state, he says. (The next day, he announced a \$3.4 billion social and infrastructure investment package.) But, he adds, “we are regaining territorial control.” He grabs a chart from his chief of staff that shows violence dropping in several troubled cities.

This is a common complaint from Mexican officials: that broad security advances are overshadowed by shocking but localized acts of violence. “Sometimes people see the events but not the statistics,” says Chong.

A senior Obama Administration official expresses sympathy. “It’s a big country,” he says, recounting a nervous call from a U.S. auto-industry executive headed to a large Mexican city for a convention. The official’s advice? Relax. “It’s the equivalent of, you’re going to L.A. for a convention and you hear about a big shoot-out or hostage taking in Alabama. Would you feel unsafe?”

Not that security is the only obstacle to an economic boom. For one thing, last year’s reforms still require a wave of so-called secondary legislation to spell out their details. Passing it will take hard work, although the good news is that, unlike last year’s template-setting constitutional reforms, which required two-thirds majorities in Congress, these laws require only a simple majority.

Peña Nieto takes a long view. “We are not [working] only with a short-term goal,” he says. “We have a broader horizon, without thinking about what the polls are saying.”

Even if some reforms fall short, it has been a long time since Mexico experienced grand political bargains, a growing economy and optimism about the future. The idea might have been laughable until recently. But is it possible that America’s leaders could learn a thing or two from its resurgent southern neighbor? —WITH REPORTING BY DOLLY MASCAREÑAS ■
MEXICO CITY



Thailand

Countdown to Regional Integration

The private sector readies for the opportunities the ASEAN Economic Community will bring

As of Jan. 1, 2015, the Association of Southeast Asian Nations (ASEAN) will officially become the ASEAN Economic Community (AEC), whose 10 member states of Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Vietnam will begin a yearlong process to liberalize and integrate their economies by promoting the free movement of goods, investment, services and manpower.

There is mounting excitement in Thailand in the run-up to this bold step, which in the words of the AEC blueprint will "establish ASEAN as a single market and production base, making it more dynamic and competitive, with new mechanisms and measures to strengthen the implementation of existing economic initiatives; accelerating regional integration in priority sectors; facilitating movement of business persons, skilled labor and talent; and strengthening the institutional mechanisms of ASEAN."

The countdown to the AEC provides a good opportunity to assess the readiness of Thailand and Thai businesses to compete in a trading bloc bigger than the EU and about half the size of the Chinese market.

THAILAND AS AN AEC HUB

To start, businesses that set up in Thailand will be in the perfect place to access growing opportunities throughout the AEC. To strengthen the country's role as the investment gateway to the region, Thailand is promoting larger development of border economic zones.

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Thongchai Pairungsri, deputy chairman of Chu Kai PCL, which specializes in heavy lifting, says Thai companies have been preparing for integration for many years: "We are already connected through technology, and trade has become less restricted. Like the eurozone, there will be strengths and weaknesses." He believes that the government's large infrastructure projects in preparation for the AEC launch in 2015 have had a positive impact on business and that Thailand's successful industrial expansion puts it in a good position to become a regional hub. "We have a quality workforce," he adds.

Thanks to its education system and well-trained workforce, Thailand has also emerged as the medical hub of Asia, with more than 400 hospitals offering advanced treatments. Atirat Charoonsri, managing director of Sikarin PCL, which opened in 1993 and is now one of the leading acute care hospitals in Bangkok, sees the AEC as a real opportunity for his sector.

"It will be good for business if barriers can be lowered, business done in the same way, and laws changed to be more compatible within the region," he says. "I think the AEC can be a new growth spot in the world. Asia is the region on the up. Specifically, integration will be good for Thai businesses, because there will be more customers. Trade will increase between the AEC and other economies like the U.S., which is also good."

Similarly, Sumon Suwanpatra, chairman of Thai Mitsui Specialty Chemicals Co. Ltd., believes Thai businesses will take full advantage of the trade opportunities the AEC will bring and wants to see Thailand promoted as the industrial hub of the region. "The chemicals sector has strong contacts with Japan. In many ways, Thai manufacturing is now Japanese manufacturing relocated," says Mr. Suwanpatra. That said, his biggest concern is the impact of rising energy prices on manufacturing costs: "Natural gas in the Gulf of Thailand will not last more than 10 years. I am very concerned that energy costs will continue to rise, especially for our basic industries."

The AEC single market will attract further foreign investment to Thailand, which will be an entry to burgeoning regional markets. Japanese automobile producers in Thailand will significantly benefit from the AEC by using Thailand not only as a bridge into the AEC but also as a manufacturing base for the region and beyond, says Somporn Juangroongruangkit, president of the Thai Summit Group of Companies, an automotive parts manufacturer. "The Thai automotive sector has been preparing for the AEC over the last decade," she says.

"Thailand has earned a reputation as an investor-friendly manufacturing and export hub over the last 40 years," says Mrs. Juangroongruangkit. The country's success in the automotive parts sector is

also due to its commitment to R&D, she adds: "At Thai Summit, from the beginning, we have been dedicated to continuously developing our R&D capabilities by creating large-scale facilities and maintaining state-of-the-art designing and manufacturing capabilities. We regularly send our engineers abroad to visit world-class project sites and channel the newest technology into our systems."

Mrs. Juangroongruangkit is confident that Thailand is ready for the AEC: "If our economic policies are amended in a way that attracts industrial investors to stay and reinvest, then Thailand may become a financial hub, too. There is huge growth potential for Thailand after 2015. Thailand has a mature economy, and its better infrastructure will lead the region toward a united AEC."

Thailand's sophisticated financial services sector is also predicted to benefit from the AEC, says Kongkiat Opaswongkarn, CEO of Asia Plus Securities PCL: "There will be a huge impact, most obviously for investment banking." But he says the benefits will affect many other sectors as well: "We have received calls from firms looking to expand into Thailand as a gateway to the AEC. The sectors Thailand is very good at are hospitality and retail. We have the biggest shopping mall in Southeast Asia, many five-star hotels and many very good restaurants. We are also strong in auto parts. Thailand is a regional hub for auto manufacturing. ■



Mrs. Somporn Juangroongruangkit
President



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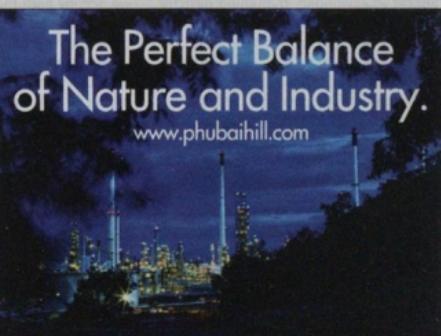
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Political stability is a concern of investors looking at Thailand and is a question that cannot be avoided, says Yotin Boondicharern, chairman and CEO of Grand Canal Land PCL: "The many political changes in Thailand have actually had very limited impact on the private sector and policy in general. I see this instability as part of the natural transition to democracy. One indication of our political strength is that Japanese investors have never left the country. You could say that the private sector has become stronger in adapting to survive the recent political instability."

Mr. Boondicharern believes that for the time being, investment into Thailand will mainly come from China and Japan, which have long-established ties with the country: "Thailand is only an hour flight from Vietnam, Laos, Cambodia and Myanmar—as well as southern China."

Some in the Thai business sector believe that the government could be doing more to help companies prepare for the AEC. "What we really need is more support in terms of advice and promotion. The private sector is pretty much on its own. Whether they expand abroad depends on how hungry they are," says Tanarat Pasawongse, managing director of Huasengheng Commoditas Co. Ltd. "There is a lot of competition to become a gateway, especially in the financial markets. It is known that we are currently behind Singapore. Still, I think Thai businesses are used to competition from abroad. Our institutions are a mix of Thai and foreign ownership. So the issue is how we adapt to competition."



THAI MITSUI SPECIALTY CHEMICALS CO. LTD.

Thai Mitsui Specialty Chemicals Co., Ltd. is at the heart of ASEAN industry supporting Thailand's automobile, textile and manufacturing sectors. www.tmsc.co.th

When it comes into effect in 2015, the AEC will open up the labor market in Thailand and lead to direct expansion of high-skills manufacturing in the country, especially in the automobile and electronics sectors.

With the open trade environment, however, manufacturers of labor-intensive products such as garments and textiles will relocate their facilities to countries such as Vietnam, Cambodia and China, which will be more cost-competitive, as they do not need highly skilled labor for the jobs.

Sathit Puttachaiyong, president of Rajamangala University of Technology Krungthep, highlights the need to keep improving Thailand's skills base: "In almost every industry we're involved in, we occupy both the lower and the higher ends. Thailand is in a position to produce good quality products, but I think we need to phase out the lower labor-intensive end of industry and produce more value-added products. Eventually, though, innovation will be more important than adding value. The key to creative technology is simple: Finding new solutions to existing problems through better use of existing resources."

THAI COMPANIES ENCOURAGED TO EXPAND ACROSS THE REGION

Thai Oil PCL has been in business for 52 years and is eager to take advantage of the opportunities that the AEC presents to expand across the region, says Veerasak Kositpaisal, the company's CEO and president: "We want to roll our sustainable model out into other countries, to start the business on the right track from day one. We want to make sure our business in other countries is sustainable. Energy is one of the very important elements to help a country develop. If we can plan and work with the people or authorities in that country, we can secure energy supplies into the country at a very competitive cost."

Surveys show that Thai businesses see the AEC and regard economic integration as good for their businesses. The agriculture sector is particularly optimistic, says Poj Aramwattananont, president of Sea Value PCL.

"ASEAN is the center of the world's food security, based on our geography, climate, and population. We are the only area in the world that has the right geography, climate, rain and workers; not to mention that we can grow everything in this climate. I see our whole operation in ASEAN as exchanging raw materials and knowledge so we can feed the world. Japan is a good example. Japan has always had to compete with China as well as supply them. During the last decade, Japan has tried to turn more and more to support ASEAN in terms of food security, looking for us to be their kitchen."

Thai companies have reformed to adjust their business to thrive in the AEC, developing their products, improving management models, and innovating to sharpen their competitive edge, says Paween Laowiwatwong, president of The Union Mosaic Industry PCL: "Innovation is very important for us. Joining

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the AEC in 2015 will give us a chance to expand and bring our products to neighbors like Cambodia, Myanmar and Laos, where consumers appreciate Thai products. Thailand has a population of 70 million, but the AEC's is 600 million, so it represents a tremendous opportunity for us. We already have the technology and people, and now we need to open production bases in Cambodia, Myanmar and Laos. We estimate that it will take us a few years to be able to open our branches there."

SHARED BORDER, SHARED CULTURE?
Anake Chongsathien, managing director of MMP Corporation Ltd., says one of the least understood challenges that the AEC will bring is working more closely with regional neighbors.

"Our representatives in Vietnam, Myanmar and Indonesia study the markets there so we can devise action plans," he says. "This isn't just about finding how to sell to these markets, but also, and more important, understanding their cultures. I don't think that a shared border means a shared culture. So we have to learn how to do business across cultures."

Mr. Chongsathien says he believes Thailand's business culture will give it the edge in attracting investment: "Our culture facilitates business. That's also why MMP is choosing to keep its produc-



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tion base in Thailand. We thought about moving our base abroad to benefit from lower labor costs, but in the end we chose to stay. In Thailand, we have the infrastructure, we have power supply. Labor can move."

As a foreigner who has worked in Asia since 1995, Mike Plaxton, chairman and CEO of FWD Life Insurance PCL, advises newcomers to Thailand to take the time to understand how things work.

"I came with an arrogant set of beliefs, so to speak," he says. "I sat down in Thailand and started to make things, and it didn't work. Once I took the trouble to find the problem, I found that I was

the problem, not the people I was working with. It's not the framework that's the issue but how you communicate and how you involve people. You can find other ways to make the same framework work. The challenge for Western companies, really, is to absorb Thai culture and understand how to work with it. How to do business with Thai executives, how to extract the talent from the Thai workforce, for example."

The fact that 10 economically and culturally diverse countries have managed to get together and hammer out a common blueprint for an economic community is no small feat. The foundations for the ASEAN Economic Community are in place. There is now a road map outlining the necessary economic measures and a timeline for implementation. They lay out the main components that are required to achieve the final goal of a single market; free flow of goods, services and investment; and a much more significant market for the capital, talents and skills of Thailand.

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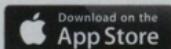
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Jimmy Fallon, 39,
takes over as the sixth
host of *The Tonight
Show* on Feb. 17
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Pop Chart

LOVE IT

Pope Francis met a life-size, 1.5-ton chocolate version of himself, crafted by Guatemalan master chocolatier Mirco Della Vecchia.



DMX's celebrity boxing match against George Zimmerman has been canceled because the promoter didn't want to hurt "people's feelings."

TIME's Lev Grossman calls *Influx* by Daniel Suarez (out Feb. 14) "hard science fiction by a guy who actually understands the technology behind it—he's got that Crichton touch."



Select 7-Elevens are testing a Doritos-cheese-stick snack hybrid called Doritos Loaded that actually looks... kind of delicious?



BRANCH OUT This isn't an ad, but artist Christopher Williams uses his ability to create pristine, ad-worthy images (like Bergische Bauernscheune, Junkersholz, Leichlingen, September 29, 2009, above) to skewer the dominance of commerce in photography. His work is at the Art Institute of Chicago through May 18.

THE DIGITS

\$2,000

Amount it costs to rent the 45-carat diamond headpiece Lady Mary wore when she married Matthew Crawley on *Downton Abbey*. But carry it carefully: the ultimate "something borrowed"—courtesy of British jewelers Bentley & Skinner—requires a \$200,000 deposit.

VERBATIM

‘Martin Scorsese is my favorite filmmaker of all time... I would paint his house if he asked me to.’

JONAH HILL, on his *Wolf of Wall Street* director

QUICK TALK Chris Pratt

The actor can't actually be seen in his latest hit, voicing minifigure Emmet in *The Lego Movie*, which opened Feb. 7. But fans of *Parks and Recreation* have certainly gotten a better look at him lately. Pratt, 34, recently returned to the sitcom after a months-long break. Here, he talks to TIME.

—LILY ROTHMAN

ON MY RADAR

► **Ken Follett's** *Century* trilogy
“I'm a fan of his. It's fun historical fiction.”

► **FOX Sports'** *The Ultimate Fighter*

“It's kind of like *The Real Housewives* for guys. Instead of throwing wine in each others' faces, they actually just kick each other in the face.”

Were you a Legos kid? Did you know that Lego plural is *Lego?* It is? I feel a little like Alex Trebek when he pronounces *Ecuador* like he speaks Spanish. You're like, “Come on, Alex Trebek, we know that you're not from Ecuador.” But then they get annoyed when we say *Legos* with an s. So there you go. **You can prove you're a real fan.** Or that I work for the Lego corporation. But, yes, I am a fan. **What was it like to come back to Parks and Rec?** It's like if you moved away from your hometown and then you come home. **Aw, how sweet.** We get along well, which shouldn't be a surprise, but it is. A lot of TV shows, people hate each other for some reason. **And you returned on the 100th episode.** It feels like it happened really quickly. Maybe it's that the older you get, the shorter four or five years feels. **Do you find that's generally true?** Absolutely. I have a theory about it. **Oh?** Well, I think Einstein had the theory of relativity, but my theory has something to do with relativity, time relative to the amount of time you've been on earth. **That makes sense.** It's a smaller piece of the same pie, you know? I probably just patented some sort of theory there. I'm going on record: if this shows up in *Scientific American*, you stole it from me.





FACTETIME No matter how often you take a selfie, you haven't seen one like this: the MegaFaces pavilion at the Olympics in Sochi, created by Asif Khan, makes 3-D portraits of the people who come to check it out. It's more complex than snapping a phone pic—a photo booth scans the subject's face and relays info to a series of tubes with lights on their tips, which extend to various depths to form the shape of his or her face—but the results, at 3,500 times larger than life, are far more Instagram-worthy.

ROUNDUP

Modern-Day Marilyns

Posing as Marilyn Monroe seems to be a rite of passage for current starlets. Just ask Miley Cyrus, who channeled her inner blonde bombshell—with nary a twerk in sight—on the March cover of *Vogue Germany*. But it's not exactly a new idea: in the 1990s Anna Nicole Smith buoyed her career by emulating Monroe's aesthetic, and before that, Madonna did the same thing. Here, a look at some of the most buzzed-about Marilyns in recent memory.

KATE UPTON *Vanity Fair*

In 2013, the publication celebrated its 100th issue with an Annie Leibovitz cover shot of the supermodel sporting retro curls and a satin one-piece.



MICHELLE WILLIAMS *Vogue*

In 2011, the star promoted *My Week With Marilyn* and talked about the death of Heath Ledger in a candid interview.



LINDSAY LOHAN *New York*

In 2008 she re-created Monroe's revealing *Last Sitting* photo shoot with Bert Stern and discussed her obsession with the icon.



NICOLE KIDMAN *Harper's Bazaar*

In 2008 the Australian edition celebrated its 10th anniversary with a *Some Like It Hot* photo shoot featuring the Aussie star.



LEAVE IT



During a private flight to the Super Bowl, Justin Bieber's pilots reportedly **wore gas masks** to avoid contact highs from pot smoke.

The U.S. Headwear Association named Pharrell Williams 2014's **"Hat Person of the Year,"** which seems pretty unfair to everyone planning to attend the Kentucky Derby.



Miley Cyrus said her *Bangerz* tour—for which a promo photo shows the singer **twerking on a hot dog**—will be "educational for kids."

Dong Nguyen, creator of *Flappy Bird*, pulled the popular mobile game from app stores because it was "an addictive product." Great business model!

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Movies

Ice, Ice, Baby Frozen inspires a totally chilled-out cult following

By Lily Rothman



FROZEN MADE LISA ROSENBERG WANT TO be a princess—which, considering that it's a Disney princess movie, isn't all that strange. What's surprising is that Rosenberg is 23 and that the film has inspired lots of adult women just like her. When she and her friend Meagan Marie Vanbukleko, 28, announced online that they were making versions of the heroines' costumes, they were immediately invited to a Facebook group for people who had the same idea. And that's just the tip of the iceberg.

Since its limited release on Nov. 22, *Frozen* has raked in \$914 million at box offices worldwide, outstripping *The Hunger Games: Catching Fire* as the third highest

grossing film of 2013. Critics adored it, it has two Oscar nominations—Best Animated Film and Best Original Song—and its soundtrack has topped *Billboard's* album chart in four different weeks, the first time that's happened with a soundtrack since *Bad Boys II* in 2003.

Disney has already announced plans to bring a musical version to Broadway, and theme-park incarnations have been hinted at. Two weeks ago, the movie was rereleased in a sing-along version, which has drawn a mix of adults and children.

The cold, hard fact: it's the highest grossing Disney Animation movie ever in the U.S., and as Disney execs told investors during a Feb. 5 conference call, *Frozen* merch is the hottest seller at Disney's stores.

blinded in

Snowball Effect

THERE'S NO DENYING THAT *FROZEN* HAS a certain *je ne sais froid*, but not everyone agrees on what exactly it is. "For me, it's the characters," says Rosenberg, who spent weeks working on her insanely accurate Princess Anna costume before commemorating the effort with an elaborate photo shoot. "It's how they relate to me that makes me want to be them."

Based on Hans Christian Andersen's 1845 story "The Snow Queen," the film offers compelling heroines who face dilemmas that have strong modern-day parallels. Queen-to-be Elsa has the power to control ice and snow, but everyone she loves tells her to hide it, lest she tear her

kingdom apart. Her sister Anna doesn't have mystical gifts but is so dedicated to her older sibling that she comes on like an avalanche when Elsa finds herself in a tough spot. The message is about being yourself—even if your family doesn't get you—and the value of sisterhood. There's a charming prince and a plot point about the power of true love, but neither is what audiences might expect from the studio that made marriage-plot classics *The Little Mermaid* and *Sleeping Beauty*.

The experts agree, and Peggy Orenstein, the author of *Cinderella Ate My Daughter*, is one of them. "There were things that [the filmmakers] were clearly thinking about to be contemporary about girls and women," Orenstein says. She sees it as a step forward, even though she quibbles with how

Elsa's story links female empowerment with "getting hot." When Elsa finally accepts her magical powers, she "suddenly comes out looking like a country singer onstage, like Taylor Swift," Orenstein says.

Along with boasting feel-good characters, *Frozen* has harnessed the power of the Internet. One sign of how inspirational the movie has been is in the online life of its most anthemic song, "Let It Go," in which Elsa embraces her abilities with full gusto and promises that she will not be forced to hide any longer. Since early December, the official music video has been watched more than 85 million times on YouTube, and a pop-rock version by Demi Lovato has another 69 million



Movies

views—not to mention the more than 3 million other videos that pop up in a *Frozen* "Let It Go" YouTube search. There are versions by singer-songwriter types and versions that show you how to play the song on guitar. There are cute versions sung by toddlers and club-music remix versions. There are versions in dozens of languages and parody versions that use strategic bleeping to make the song seem raunchy. YouTube views don't directly contribute to box-office numbers—and neither do myriad blog posts about the movie's feminist cred—but they've kept the movie in the cultural conversation months after most November releases have melted away.

There are other impacts that can't be measured by stats. Kristen Anderson-Lopez, who co-wrote the movie's songs with her husband Robert Lopez, tells *TIME* that she's been told the songs have helped children overcome speech impediments. "Bobby and I are delighted and bewildered" is the best way to put it. We never imagined this," she says. "When you get a story like that, you don't analyze why."

Rosenberg and Vanburkleo, who live in Minneapolis and San Francisco, respectively, are part of an extensive community—cosplayers, as they're known—who create elaborate costumes



Frozen has won over "cosplayers" like Meagan Marie Vanburkleo, left, and Lisa Rosenberg, who spent weeks making these costumes

of their favorite characters, and the look of *Frozen* has won over their fellows, who also tend to be active in Internet fan groups. "*Frozen* is just a single movie, but it's got a life of its own outside the theaters when it comes to online," says

Vanburkleo, who works as a social-media manager for a game company. "There are Tumblr blogs and Facebook groups, and the fans really keep content alive, which I think is great for brands."

Then there are the factors that have long made Disney heroines popular. *Frozen* has a bevy of beautiful dresses, plenty of funny moments, tunes you can hum and a gripping story. "They just hit a home run," says Abby Root, 23, of Queens, N.Y. "The music is really great, and it's that classic musical structure we haven't seen for a long time. The animation's really beautiful. The story is well done."

That's something more-typical princess fans can get behind too. On a recent Saturday night in Brooklyn, Colleen Douglas, 34, and her daughter Lenora, 4, emerge from their sixth go-round with *Frozen*. Together they sum up the full range of reasons for the movie's success, suggesting that the magic is in the combination. Lenora clutches a *Frozen* doll and wears a sparkly blue *Frozen* dress under her winter coat, and—thanks to the movie's other assets—her mother is O.K. with it. "I don't mind watching it like 12 times," says Douglas. "It's one of the first Disney movies where [the message] is like, 'You can't marry a strange man you just met.'"



DUKE OF WESELTON
He's the movie's resident stick-in-the-mud

MARSHMALLOW
Dreamed up by Elsa as a bodyguard, he represents her need to be left alone



Tuned In

Slow Jamming the Laughs. Jimmy Fallon, *Tonight's* Upworthy new host

By James Poniewozik

WHEN JAY LENO, CONAN O'BRIEN AND the NBC executive suite mud-wrestled over hosting duties at *The Tonight Show* in 2009 and 2010, only Jimmy Fallon came out clean. He buckled down, he had only nice things to say, and he did his job. As in his *Late Night* opening credits, which had him eagerly hoofing it through city streets to his studio, he kept his focus and ran, ran, ran. He ran too fast for any of the dirt to stick to him.

Four years later, Fallon, 39, is taking over *Tonight* from Leno seemingly the same way O'Brien did: the younger host of *Late Night* supplants the old guy who's still leading in the ratings. Except that it really may be different this time. Certainly everyone is making nice (for now).

But if the transition goes smoothly, it won't be so much because of how Fallon is replacing Leno but because of how, as the 12:35 a.m. host, he replaced O'Brien. When O'Brien took the big job, he never really shook his *Late Night* outsider's sensibility—surrealism, Masturbating Bear and all. Essentially, he made *Tonight* into an alternative to itself. It was creative and invigorating, but TV—or at least NBC—wasn't ready for it.

Even as the host of *Late Night*, Fallon was more in sync with the upbeat, celebratory *Tonight Show* sensibility than O'Brien ever was. (He's also different from Leno, whom you'd never see busting moves with Justin Timberlake.) He's an enthusiast, able to communicate without phoniness his bouncing-on-his-heels excitement over pop culture (including everything from rap to *Downton Abbey*). It's an attitude that fits with the longtime mission of *Tonight*—which, after all, still exists largely to help celebrities sell stuff. But it's also a way of updating it

for this cultural moment, when media fragmentation and the Internet have enabled people to drill down and get really, really into their specific enthusiasms. Jimmy Fallon is America's Fan in Chief.

Above all, he's a fan of music, which distinguished his *Late Night* from the moment he chose the Roots, an already legendary hip-hop/soul/rap group, as his house band. A gifted singer and mimic, he became Neil Young, Eddie Vedder and David Bowie; most recently, he was Bruce Springsteen with Bruce Springsteen, delivering a blistering send-up of Chris Christie's Bridgegate scandal to the tune of "Born to Run." ("Sprung from cages on Highway 9/ We got three lanes closed/ So Jersey, get your ass in line.")

That parody was one of Fallon's most newsworthy bits but also one of his least characteristic ones, because his *Late Night* was bigger on sweetness than on satire. His signature topical bit was *Slow Jam the News*, with guests like Brian

Williams, Mitt Romney and Barack Obama reading headlines over a sexy funk groove; the joke isn't the substance of the news but the style. When half the world was mocking "Call Me Maybe," Fallon invited Carly Rae Jepsen to sing a straight-up version, with the Roots accompanying on classroom instruments. Fallon would rather make fun with people than make fun of people.

That may mean he is a safer choice for *Tonight*, but it's also a radical departure from recent late-show history. The late-night recipe has been three parts vinegar ever since David Letterman transformed the genre more than 30 years ago. On ABC, Jimmy Kimmel pranks his own audience with YouTube hoaxes. Even Leno, the middle-of-the-road antithesis of Letterman, made a signature bit out of getting dumb answers to current-events questions from people on the street.

The comedy of crankiness and critique can be hilarious, smart, even passionate (see Jon Stewart and Stephen Colbert). But it leaves a market opening for positivity. Fallon—who has made social media more central to his show than anyone but maybe Kimmel—has shown on TV what Facebook taught the online world: the power of the Like. Just as viral-media sites like Upworthy have hit it big by creating enthusiastic content that people of a wide range of ages and tastes feel O.K. sharing on their News Feeds, Fallon makes inclusionary comedy for millennials and their moms.

Does that mean he'll pull in ratings like Leno's? Almost certainly not over the long haul, because the mass late-night audience began rolling up the big tent long ago. Leno got lower ratings than Johnny Carson, O'Brien got lower ratings than Leno, and Leno, when he returned, got lower ratings than Leno 1.0. But if

Fallon's infectious eagerness can go viral with a wide enough range of viewers, late night's freshly elevated sprinter could just make this a marathon.



Dating

nl benut



The Friendship Trap. Are our social lives sabotaging our love lives?

By Charlotte Alter

MIKE AND HIS DATE WERE AT THE UNION Square subway stop, deciding whether to go home together for the first time, when his cell phone suddenly buzzed. The 28-year-old New Yorker cut the evening short and raced to his friend's apartment. The big emergency? A game of Scattergories had begun. "You have to remember the people who are worth your time," he explains. "As opposed to getting some, the Scattergories definitely won."

If Mike sounds as though he's prioritizing his friendships over his love life, he's not alone. Our 24/7 social connectivity means we're swimming in a constant stream of urgent texts from our closest friends, punctuated by Likes and comments from our more casual acquaintances on social media. From *Sex and the City* to *New Girl*, popular culture is always reminding us that it's friendship, not love, that lasts forever. But as our friend circles get wider and deeper, our expectations of friendship are being ratcheted up to the point where they're sabotaging our romantic relationships.

Modern friendships take up more time and energy than ever. Mike, who asked that his last name be omitted, says he has three to five friends to whom he sends up to 50 texts a day. "There is a need for instant responses, as opposed to just having plans with someone," he says. And Professor

Sherry Turkle, who wrote *Alone Together* and teaches at MIT, says her students will drop everything—and duck out of class—to answer a friend's text. "My classes have a normal number of human-designed breaks," she explains, "but people didn't use to have to go sit in the stalls for five to seven minutes because of an incoming boyfriend crisis to feel like they were honoring a friendship."

This means that love—and the pursuit of it—can get kicked to the curb. Katie Heaney, the 27-year-old author of *Never Have I Ever*, a memoir of her boyfriend-free life, says she has often refused dates in favor of hanging out with friends. "If I've got a group of people whom I know I love, I don't want to risk time lost from them and given to someone else," she says.

But even as our friendship obsession distracts us from the dating game, some

If I've got a group of people whom I know I love, I don't want to risk time lost from them and given to someone else.'

—KATIE HEANEY

millennials end up hoping their platonic relationships will turn into romantic ones. The deluge of will-they-won't-they romantic comedies like *When Harry Met Sally* and *Friends* in the 1980s and '90s birthed a new narrative that makes falling for a friend the modern-day alternative to love at first sight. Even J.K. Rowling called the Ron-Hermione marriage "wish fulfillment."

For Amanda Shortall, 28, the pressures of her fashion job meant she was often too exhausted to put up a facade for strangers she'd just met. "When you're working a 14-hour day, how good of a version of yourself can you really be with a person you don't know?" she says. But then she fell for her friend Phillip, because, she says, "I felt like he saw me for who I really was, like the person my friends know me as." They're getting married in May.

For people like Amanda and Phillip, the idea of falling in love with a friend feels more genuine than taking up with someone new. "We're spending our time and energy on so many more people that it can get a little scattered," says Jessica Massa, author of *The Gaggle: How to Find Love in the Post-Dating World*. "The idea that there could be someone who knows you through and through and loves all your quirks is becoming even more appealing because it's lacking in the rest of our lives."

That appeal isn't lost on the matchmakers who sell friendship as a ticket for the love boat. Smartphone apps like Hinge and Coffee Meets Bagel pair users through Facebook friends, while Grouper and the Dating Ring introduce singles by setting up group dates that mimic casual outings. These virtual yentas are onto something: a *USA Today* study found that 57% of 18-to-24-year-olds couldn't tell whether they were on a date or just "hanging out."

Of course, most friendships are platonic and destined to stay that way. That's good, because as much as things have changed, we still need our close friends to help us vet potential partners and get over bad ones. Mike says he always texts his friends pictures of guys he meets on dating apps so they can weigh in, because "they're like the referees coming in if you're not sure about the play." But his friends will probably have to ditch their own dates to spend five to seven minutes in the bathroom crafting the perfect response. ■

GETS YOU
BOLD
ENOUGH
TO FACE
YOUR CRUSH.



YOUR
BREATH'S
FRIEND

Art

Space Invader. Georges Braque's radical vision finally finds perspective

By Richard Lacayo

IN THE SPRING OF 1907, GEORGES BRAQUE and Pablo Picasso, both about 25, met for the first time, in one of art history's most momentous encounters. Over the next year, they clicked, then exploded. Working on separate canvases but always in close collaboration—"two mountain climbers roped together," as Braque famously put it—they carried out the revolution that was Cubism, sweeping away the system of single-point perspective that had ruled Western art since the late 15th century. Braque is always described as the more reserved and laconic of the pair, the Gary Cooper of modern art, but he was never shy in summing up what they did—or, let's say, undid. "The whole Renaissance tradition is repugnant to me," he said. "The hard and fast rules of perspective which it succeeded in imposing on art were a ghastly mistake, which it has taken four centuries to redress."

To be redressed by us is what he meant.

While Braque's position in art history is high and secure—when he died in 1963, France accorded him a state funeral—he's too often treated as Cubism's second banana, less daring and inventive than Picasso. This is one good reason for "Georges Braque: A Retrospective," a very fine new show that originated at the Grand Palais in Paris and is now at the Museum of Fine Arts in Houston, curated by the Houston museum's director Gary Tinterow and curator Alison de Lima Greene, as well as Brigitte Leal of the Centre Pompidou in Paris. It puts Braque on more equal footing, which turns out to be just the right posture for him.

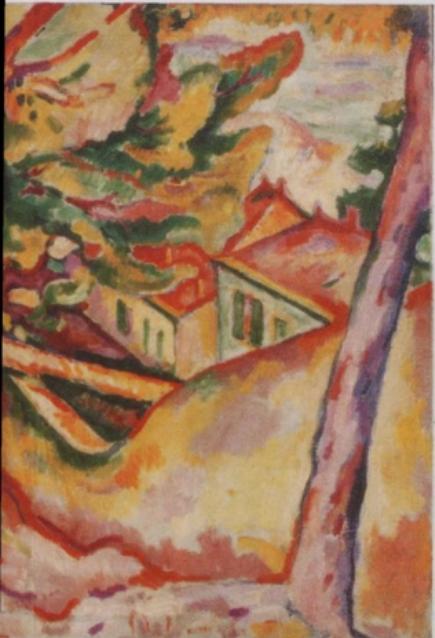
Braque's position in art history is high and secure, but he's too often treated as Cubism's second banana

He was born on May 13, 1882, in the Paris suburb of Argenteuil. The son and grandson of housepainters who were also amateur easel painters, Braque had sporadic art-school training and also spent time learning false wood graining, marbling and stencil lettering, decorator skills that he later made the stuff of high art. In 1905 he had a life-changing moment at the Salon d'Automne, a major annual Paris exhibition, when he saw the retina-searing canvases that got Henri Matisse and André Derain labeled *les fauves*—the wild beasts. Thrilled, he adopted their shock-corridor palette, first in Antwerp, of all places, where he managed to make Belgium look as sizzling as St-Tropez. Later, to be closer to where Matisse and Derain had painted, he moved on to L'Estaque, a village in the south of France. In canvases like *L'Estaque Landscape*, the violets and scorched yellows are set free, in proper Fauvist style, from the burdens of mere description.

But by the following summer, Braque's first excitement over Fauvism was waning. Heating up his palette didn't do much to help him probe the interlock of form and space that increasingly obsessed him. For that he turned to Paul Cézanne, who had died in 1906, leaving behind a body of flinty pictures in which volumes and surrounding space all but conjoin in a broken surface of shingle-style brushstrokes.

When Braque and Picasso met soon after, Picasso was embroiled in producing *Les Demoiselles d'Avignon*, a painting that turned its back on Western art conventions more brutally than anything yet attempted by Braque. When he went to see the finished picture at Picasso's studio in the fall, Braque was suitably stunned by its saw-toothed power. But it also accorded with lessons he was already drawing from Cézanne. Even before seeing it, Braque had returned to the south with new eyes to produce the first transitional Cubist landscapes. In a painting like *Trees at L'Estaque*, he abstracted Cézanne's





1. L'Estaque Landscape, Autumn 1906
A pulsating Fauvist scene in which colors are freed from the chore of mere accuracy

2. Woman Reading, 1911
Not so much a picture of a woman as an emblem for the experience of her figure in space

3. Trees at L'Estaque, 1908
Instead of receding, as they would in conventional perspective, the hills and trees crowd forward

4. Still Life on Table, 1914
Braque brings the world directly into a work on paper by pasting scraps of real newspaper onto the surface

faceted forms into more solid volumes and tectonic plates, intersecting planes that represent hillsides and woodlands without exactly depicting them. The painting was no longer a view, a report on the appearance of a scene from a fixed position, but a conceptual work—a postcard from the mind's eye, which had traversed the motif, then digested and reassembled what it had seen.

Braque submitted six or seven pictures like those to the judges choosing the *Salon d'Automne* of 1908. Matisse was one of them. Unhappy that his former disciple had drifted into the orbit of his rising young competitor Picasso, he complained that Braque had reduced everything to "little cubes." The canvases were rejected. Sensing an opportunity, the forward-looking young art dealer Daniel-Henry Kahnweiler gave the little-known Braque a one-man show. After the conservative critic Louis Vauxcelles echoed Matisse's quip about "cubes," journalists everywhere gleefully adopted the term Cubism, and not as a compliment.

Unabashed, Braque and Picasso forged ahead. Picasso, seven months older, was the dervish, possessed of a mad virtuosity and a willingness to go out on a limb, preferably with a saw. Braque brought a greater sense of measure, form and order and a workman's feel for craftsmanship and fine materials. He was one of the last modern painters to grind his own pigments. (In the search for more-tactile surfaces, he was also one of the first to adulterate them with sand, ash and even tobacco.) And more than once, Braque was ahead of Picasso in grasping the possibilities that Cubism offered.

Uncharted territory beckoned; they jumped right in. Braque's magnificent *Woman Reading*, from 1911, is like a cliff cut with treacherous handholds—very few of them helping you grasp that a seated woman is in there somewhere. Color was banished, a distraction from the hard questions at hand. As Cubism veered close to pure abstraction, a place neither man wanted to go, Braque began introducing stenciled words as a lifeline to the real world. So in *Guitar*, from 1912, you find the musical term *ETUDE* simply floating across the visual field. It would take us a century and Google Glass to catch up.

And Braque kicked off Cubism's final evolution in 1912, when he shot the real world directly into the picture by pasting scraps of newspaper onto his works on paper. In *Still Life on Table*, he complicated the game further by also adding strips of imitation wood-grain wallpaper—"real" fragments of a commercial illusion.

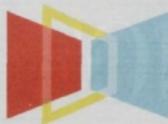
Then, suddenly, Georges and Pablo's excellent adventure came to an end. With the outbreak of World War I, Braque was mobilized, then suffered a near-fatal battlefield head injury. By the time he returned to painting in late 1916, Picasso was no longer his collaborator. He was too busy furthering the pinwheeling project of being Picasso. Braque went on to devote himself to a still complex but more legible Cubism, in which objects could be more easily identified. In paintings like *Still Life With Fruit Dish* and *The Red Pedestal Table*, he also felt ready to restore color, broad fields of it that made Cubism voluptuous. In all this, Braque remained art's inspired workman. His last painting, *The Cultivator*, is telling. It's a plow. What better fare well from a man who broke so much new ground? ■



More than once, Braque was ahead of Picasso in grasping the possibilities that Cubism offered

5. The Red Pedestal Table, 1919-52
In his work after World War I, Braque adopted a more legible Cubism, with objects more easily identified





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DNA of Champions

Some of my genes predict athleticism. I have apparently nurtured the other ones



I HAVE COME TO accept that I am never going to compete in the Winter Olympics. This is largely because I have never tried any of the sports. In fact, I have avoided all athletic activities of any kind for my entire life. I've always assumed that through no fault of my own, I was born without the genes that would make me able to ski and then stop skiing and shoot things, or to steer a bobsled after a giant man pushed us downhill.

To find out if I was right, Pathway Genomics, which uses a spit sample to deliver nutrition and exercise recommendations tailored to your genes, compared my DNA with that of Olympic gold medalist Sergei Bubka, the greatest pole vaulter of all time. I was guessing that of our approximately 20,000 protein-coding genes, most of mine would be too covered in fat for Pathway to read.

I WENT OVER MY RESULTS with a Pathway doctor and found out, to my great disappointment, that Bubka and I were created similarly. We both have the "speed gene," a variation of *AcTN3*, which is found in fast-twitch muscle fibers. Bubka uses it to generate speed on the track, and I use it to type really fast. We also both lack a gene that would show we're prone to injury, as well as one that would give us the increased aerobic capacity of an endurance athlete. We both have a gene that probably leads to

overeating, a tendency that I have controlled through will power and that Bubka controlled by growing up with Ukrainian food. The main difference between us is that I figured out that writing is much easier than propelling myself two stories in the air by running as fast as I can and shoving a stiff fiberglass pole into a metal box.

But when I looked more closely at our results, I saw that the gene *INSIG2* shows that strength training is very effective for Bubka and not at all for me, which I have somehow intuited all these years and therefore avoided picking up and putting down heavy things. "Sergei is in a sense gifted when it comes to constant pressure and constant pressure on muscles. This is consistent with Olympic athletes," said Jim Plante, the CEO and founder of Pathway. Bubka also gets a hugely advanced benefit from endurance training. I don't get the same results, though I do get a higher-than-average benefit from the training, along with, apparently, a gene that allows me to forget I ever learned that fact, so I can continue to not go to the gym without feeling extra guilty.

I called Bubka in Sochi, where he is attending the Olympics as an IOC executive board member and president of the National Olympic Committee in Ukraine, so I could compare our youths and find out where someone with my excellent genes had gone wrong. Bubka was at a loud party right before the opening

ceremony, and he has a pretty thick accent, but I'm positive that when I asked him how Sochi was, he said, "It's really nice. Great food. Excellent villages." Having grown up in the Soviet Union, Bubka probably doesn't define *nice* in a way that includes things such as bathrooms or doorknobs.

Bubka wasn't surprised by his genetic results, since he's always been better at short-term, strength-oriented sports. "I was fastest and strongest of all my friends. I played sports most of the time

with older guys," he told me. When he was just 10, an older friend named Slava insisted that his pole-vaulting coach let Bubka try the sport, even though Bubka was considered way too young. When I tried pole vaulting two years ago with Olympian Brad Walker, I could neither clear the lowest level nor get Walker to stop making fun of me.

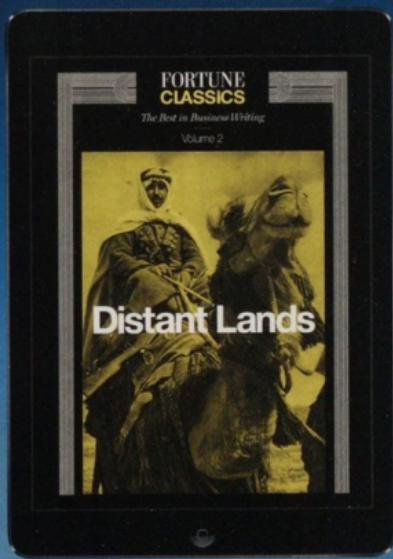
Genetic testing of athletic ability, Bubka said, should be administered to child athletes, as Uzbekistan has announced it will start doing, so that kids won't waste time and money pursuing the wrong sport for their ability. I thought this idea was problematic in that someone might have used testing results to make me play a sport.

As much as genes do matter, Bubka said, the key to Olympic success is that "you need to have character to go to your goal, to do your work, to be a hard worker." Actually, however, Pathway told me, though it isn't part of the results they normally give, that both Bubka and I have a version of the *DRD2* gene, which suggests that we respond positively to rewards, learn from mistakes, can be obsessive and have a low risk of addiction. Other genotypes that are even less well understood might indicate that we both are particularly driven. So in a way, I am more impressive than Bubka because I have had to work hard to fight my genes in order to be as lazy as I am. One day, I hope, the Olympics will recognize that as medal-worthy.



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10 Questions

Walker now lives
in the U.S., training
SEALs in Arabic
language and culture



An Iraqi-born interpreter for the Navy SEALs, 'Johnny Walker' talks about finding targets and then becoming one

Let's be up front here: Your name is not Johnny Walker. Why do you use a fake name?

Most of my missions with the SEALs were secret. So as part of safety, I use a different name so no one can target me.

You were an interpreter with the SEALs during the Iraq War. How did you get that job?

At the beginning [of the war] I tried to find any job with the Americans but couldn't. Then one day there is some kind of issue between some women and the U.S. military police, and I fixed it. I get job with the military police. At that time, there are no extremists, only thugs, people stealing stuff. Everyone hear about my name on the base, and the SEALs want me. The mission changed to targeting the extremists.

Part of your job was making sure you got the right guy. What were your techniques?

Sometimes we had IDs or papers I could read. But most of the time we don't have enough information about the target. Sometimes I asked the kids, "Hey, is that your dad? What's his name?" Different technique every mission.

Won't Iraqis who read *Code Name Johnny Walker* think you're a traitor or a U.S. propaganda tool?

I don't care. I saved a lot of innocent Iraqi people's lives. And maybe I give them reason to have good life.

Do you feel like your work cost your brother his life?

It was worth it, because if we just surrender to the extremists, to the *mujahedin*, who's going to fight them? And freedom is not going to come free. We have to pay something. I was prepared to give my life.

How did you lose your teeth?

I always sit at the back-backseat because I cannot breathe inside the humvees. I don't know why, some psychology things. The driver hit a barrier and I find myself in the ditch with no front teeth and my lips is cut, have broken shoulder, broken ribs.

You can get them fixed, you know.

The SEALs, they hook me up with teeth, but every time I put them in, it look like something weird. And you know what? I love it. It remind me always what I did.

Are you optimistic about the future of Iraq?

It's going to take time. Because right now what happen in Iraq is corruption and extremists. Corruption is going to destroy the country, and extremists, they destroy everything. I think

the troops should have extended their time. The United States built a dream in Iraq, and they sacrificed money and lives. And suddenly we just left, you know?



You're a Sunni. Your wife is Shi'ite. Did that make things easier or more complicated?

When I married my wife in 1990, there is not that huge difference between Sunni and Shi'ite. I asked my kids one day, "We can make vote. We are democracy family. So who wants to be Sunni and who wants to be Shi'ite? I'm Sunni. Mom, Shi'ite." All of them says, "We are Shi'ite."

What was the most extreme thing you had to do to protect your identity?

One time I'm driving to the base, and there is red car behind me. SEALs teach me, Don't trust anyone outside your team and always take the worst scenario. So I plan: I'll push the gas and then hit the brake. If they are normal people, nothing will happen. If not, I will defend myself. Happen exactly as I thought, and I still remember 9-mm pistol they shot at me with. They hit the metal between the two windows. I stopped, I took my AK, get out from the car and I start to shoot those guys. People came [after I killed them], and I told them [the attackers] work with Americans.

SEALs say the F word a lot. Is there an Arabic translation for that?

No. When I speak in Arabic, I use the English version. Everybody understand it.

—BELINDA LUSCOMBE

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A close-up photograph of a person's neck and chest. The person is wearing a white button-down shirt with a visible collar and a small pendant hanging from a chain around their neck.

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